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FEB 21/91 - MAR 21/91

URBAN/MUNICIPAL

FINANCE AND
ADMINISTRATION
COMMITTEE

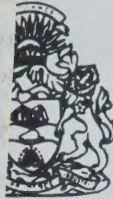


K.E. AVERY
CITY CLERK

J.J. SCHATZ
DEPUTY CITY CLERK

UREAN/MUNICIPAL

CAYON HBL A05
CSIF 31 1991



CITY HALL
HAMILTON, ONTARIO
L8N 3T4

TEL: 546-2700
FAX: 546-2095

THE CORPORATION OF THE CITY OF HAMILTON
OFFICE OF THE CITY CLERK

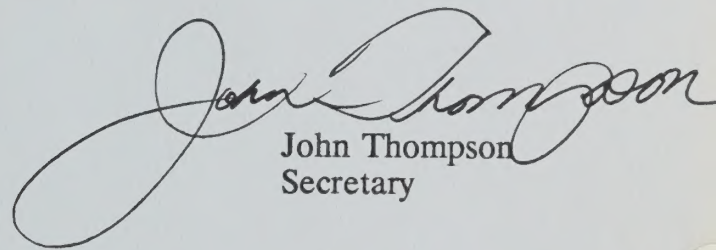
NOTICE OF MEETING

FINANCE AND ADMINISTRATION COMMITTEE

Thursday, 1991 February 21

9:30 o'clock a.m.

Room 233, City Hall


John Thompson
Secretary

A G E N D A

9:30
a.m.

1. **CONSENT AGENDA**
2. **TASK FORCE TO REVIEW CURRENT PROCESS OF CITIZEN APPOINTMENTS**

3. **CITY SOLICITOR**

Second Level Lodging Homes

4. **DIRECTOR OF PROPERTY**

Staffing - Architectural Division, Property Department

10:00
a.m.

5. **TREASURER**

- (a) Regional Hydrant Charge
- (b) Pension Fund Reserve
- (c) Proposed Distribution of 1990 Current Budget Surplus
- (d) Remuneration and Expenses Paid to Members of City Council and Members of Other Boards for the Year 1990 (Report to follow)

6. MAYOR R. MORROW

Report on Resolutions from the 4th International Conference of
Mayors of the St. Lawrence and the Great Lakes

11:00
a.m.

BREAK

11:05
a.m.

7. IN-CAMERA AGENDA

8. OTHER BUSINESS

9. ADJOURNMENT

OUTSTANDING ITEMS

FINANCE & ADMINISTRATION COMMITTEE

1. Staff Working Team presently in the process of reviewing Procedural By-law - Draft Amending By-law Pending.
2. Consider establishing a limit on the number of conferences the same person can attend in any given year - Budget Meeting 1990 Feb. 23 (pending)
3. (a) Policy to exempt Parking Authority from realty and business tax -Budget Meeting 1990 Feb. 23 and Regular Meeting 1990 Mar. 22 (Presently under review by Treasurer)
(b) Examine feasibility of directing the net revenue from parking fines into the Reserve Account - 1990 Mar. 22 (Presently under review by Treasurer)
4. Policy for apportioning costs of C.U.P. to users - Budget Meeting 1990 Feb. 23 (review pending)
5. Review need for Architectural Division - Budget Meeting 1990 Feb. 23 Tabled pending completion of Comprehensive Audit.
6. Special Sub-Committee - Street Vendors Program - established to examine all aspects of the Program and report back to Finance and Administration Committee. Report and recommendations pending.
7. Review licence fee and approval process for Transient Traders - Report pending from Manager of Licensing.
8. Hamilton Public Library Board - User Pay Policy and Regionalization of Hamilton Library Services (1990 Aug. 23) - Report pending from Library Board.
9. Council Agenda Line (1990 Aug. 23) - Report pending from Manager of Property Maintenance and Manager of Purchasing.
10. Implementation of process to receive proposals from groups requesting space at West Avenue School (1990 Sept. 20)
11. Hess Street Village Mall - Relief from outstanding Local Improvement Charges (1990 Sept. 20) - Reports pending from Solicitor and Treasurer.
12. Meeting with local MPs to discuss the composition of the Hamilton Harbour Commissioners (1990 Dec. 6)
13. Survey of Ontario Cities to determine their current procedure for recognizing athletic achievements (1991 Feb. 7) - Report pending.



14. User fees - Provincial authority to change maximum amounts (1991 Feb. 7) - Treasurer

1991 February 14

2.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 18

REPORT TO: Chairman and Members
Finance and Administration Committee

FROM: Alderman B. Hinkley, Chairman
Finance and Administration Committee

SUBJECT: **TASK FORCE TO REVIEW CURRENT PROCESS OF
CITIZEN APPOINTMENTS**

RECOMMENDATION:

That, with the concurrence of the Finance and Administration Committee, permission be granted to ask City Council to reconsider and rescind Section 27 of the First Report of the Finance and Administration Committee, adopted by City Council 1991 January 29, establishing a Task Force of three (3) Members of City Council to review the current process of citizens' appointments to various Committees, Boards and Commissions in order to eliminate Committee duplication and redundancy.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

BACKGROUND:

Members of the Committee will recall that City Council at its meeting held 1991 January 29, on the recommendation of the Finance and Administration Committee, approved of the establishment of a Task Force comprised of three members of City Council to review the current process of citizens' appointments to various Committees, Boards and Commissions, and that a public meeting be scheduled to receive and solicit public input and comments on the appointment process.

You will probably also recall that City Council at its meeting held 1990 July 31 approved strategies to improve the representation of Visible Minorities on Citizen Committees, Boards and Commissions. Section (c) of the strategies authorized the formation of an Advisory Committee with specific terms of reference.

Section (g) of the strategies states:

"That City Council review its procedure for selecting applicants for Citizen Committees, Boards and Commissions by adding this task to the mandate of the Advisory Committee and that any proposed amendments to the selection procedure be forwarded to the Finance and Administration Committee for approval."

On 1990 December 11 City Council, on the recommendation of the Finance and Administration Committee, established an Advisory Committee on Equitable Representation on Committees, Boards & Commissions with the following composition:

- (a) Alderman D. Agostino
- (b) Alderman M. Kiss
- (c) One additional Member of City Council (optional)
- (d) Mr. Michael Webber, Chairman of the Mayor's Race Relations Sub-Committee on Commissions and Committees
- (e) Mr. Tyrone Childs, member of the Mayor's Race Relations Committee
- (f) One representative from the Hamilton Status of Women Sub-Committee. (Mrs. Mary McKenzie appointed)
- (g) One representative from the Regional Advisory Committee for the Disabled. (Ms. Michelle Laforet appointed - Canadian Hearing Society)
- (h) Three members from the community at large. (yet to be appointed)

In light of the mandate of the Advisory Committee, and in order to eliminate duplication of committee functions, I would recommend that the Council resolution establishing the Task Force be reconsidered and rescinded and that, consistent with their mandate, the Advisory Committee be authorized to schedule a public meeting to receive and solicit public input and comments on the appointment process and report back to the Finance and Administration Committee as originally contemplated.

It is quite clear in the Terms of Reference for the Advisory Committee that part of their mandate includes a complete review of the current appointment process for the Finance and Administration Committee. Consequently, there is no need for the Task Force.

CITY OF HAMILTON
- RECOMMENDATION -

FEB 01 1991

DATE: January 30th, 1991

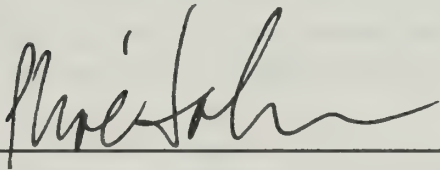
REPORT TO: Chairman and Members
Finance and Administration Committee
Attention: Mr. J. Thompson, Secretary

FROM: P. Noé Johnson
City Solicitor

SUBJECT: Second Level Lodging Homes
Our File No. 130-37.4.1

RECOMMENDATION:

That the Report on a Pilot to Implement a New Second Level Lodging House By-law, dated May, 1989, prepared by the City of Hamilton and the Regional Municipality of Hamilton-Wentworth be submitted to the Commission of Inquiry into Unregulated Residential Accommodation for Vulnerable Adults in the Province of Ontario



P. Noé Johnson
City Solicitor

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: n/a

BACKGROUND:

On December 20th, 1990 the Lieutenant Governor issued an Order in Council under the Public Inquiries Act appointing Dr. Ernie S. Lightman to examine, study, inquire into and to report upon the level of care and living conditions of physically, developmentally, socially or psychiatrically disabled adult persons, as well as frail or cognitively impaired elderly persons, who reside in unregulated residential accommodation in Ontario. The inquiry is to be known as the Commission of Inquiry into Unregulated Residential Accommodation for Vulnerable Adults in the Province of Ontario. The Commissioner is accepting written

submissions up to February 28th, 1991. The Commissioner is required to report to the Lieutenant Governor in Council on or before July 1st, 1991.

The primary focus of the Inquiry is on boarding homes and rest and retirement accommodation as well as residential Homes for Special Care. The Inquiry is seeking opinions on policy directions for the future rather than receiving requests for the investigation of individual cases. Questions of relevance to the Inquiry include: (1) Is regulation/licensing the most appropriate response by the provincial government; (2) What is to be regulated, how is the regulation to take place, who will be responsible for regulation and what is regulation expected to accomplish; and (3) Are there alternative or complements to regulations which will better accomplish the objectives?

City Council, in adopting Section 1 of the 9th Report of the Legislation Committee, as amended, at its meeting held on May 9th, 1989, directed that the Report on a Pilot Project to Implement a New Second Level Lodging House By-Law, dated May, 1989, prepared by the City and the Regional Municipality of Hamilton-Wentworth be submitted to the Province and that an application for special legislation be made to the Province to empower the City to enact the new by-law. It was understood, however, that the proposed by-law would only be passed and implemented by Council if funding for staff, administration and per diems -- acceptable to Council -- was provided by the Provincial Government. Further, should the Province fail to give either legal status or adequate funding to the proposal, City Council would call for the Province to assume full responsibility for all aspects of Second Level Lodging Houses.

To date, neither the City nor the Region has received a commitment from the Province that acceptable funding will be provided. Since the issue of provincial funding is critical to the implementation of the Pilot Project, no special legislation has been requested from the Province. If special legislation is requested and obtained without such funding, should the City enact the new by-law under the authority of this legislation, the City and the Region or, alternatively, the operators of the second level lodging houses must shoulder the financial burden imposed by the by-law.

With this in mind, the Commission of Inquiry affords the City another opportunity to express to the Province the concerns reflected in its Pilot Project proposal and to renew its request for the funding required to implement the Project.

Further, the Commission of Inquiry would benefit greatly from knowing about the City's experience in the regulation of second level lodging houses. The City remains one of the few municipalities in the province to have passed legislation dealing with these houses and, in proposing its pilot project, is certainly on the leading edge in safeguarding the welfare of those who reside in them.

Finally, the City would be alerting the Province again of the need to examine very seriously this ever growing area of residential care, which is of concern to local governments, operators, residents and their advocates alike.

bcc: Mr. L. Sage
Chief Administrative Officer

Mr. B. Loreto
Assistant City Solicitor

4.

CITY OF HAMILTON
- RECOMMENDATION -

FEB 11 1991

DATE: 1991 February 8

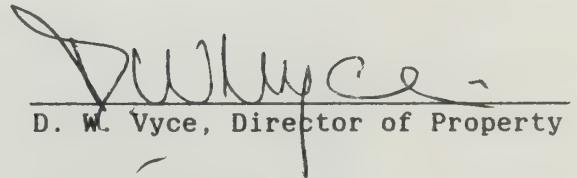
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Staffing/Architectural Division/
Property Department

RECOMMENDATION:

- a) That approval be given to return the Project Management Section of the Architectural Division back to full strength by filling one position, Senior Project Manager.
- b) That approval be given to take the necessary administrative steps to re-classify the existing Project Manager position (vacant) into a new Senior Project Manager position.


D. W. Vyce, Director of Property

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

- | | | |
|----|---|--------------------|
| 1. | New Senior Project Manager Position 1990 Salary | \$52,661.44 |
| 2. | Existing Project Manager 1990 Salary | <u>50,107.20</u> |
| 3. | Total Salary increase for year 1990 | <u>\$ 2,554.24</u> |
| 4. | If recommended and approved, the Senior Project Manager will be on strength by May, 1991. The increase of approximately \$2,000.00 for the position's salary during May - December 1991, and the cost of advertising can be accommodated within the Division's proposed budget. | |

BACKGROUND:

1. On July 26, 1990, our report regarding the same subject matter was received by the Finance and Administration Committee for consideration and recommendation.

BACKGROUND:.....Cont'd

Per memo dated August 7, 1990, the Secretary of the Committee informed the Department that "your report was tabled pending completion of the Comprehensive Audit", and the "the vacancy created by the retirement of the present Project Manager not be filled until the Comprehensive Audit has been completed".

2. On Friday February 8, 1991 the completed Comprehensive Audit was presented to the Audit Steering Committee, thereby allowing this Report to be submitted for approval and recommendation.
3. Due to the extended period of this vacancy which unexpectedly has developed into a ten person-month shortage, the Division's work backlog has increased, resulting in a less than timely response to our clients' facility requests. This staffing void, coupled with the attendant freeze on other service orientated initiatives, have contributed to a holding pattern in the Division's comprehensive service to the City. The immediate approvals sought in this report will be a first step toward balancing the workload equation.
4. The proposed re-classification of the Project Manager position to a Senior Project Manager position is recorded on Form No. 2A titled "Summary of 1991 Salary and Wage Requirements", and has been included in our 1991 Divisional budget.
5. In conclusion, we believe the Architectural Division should have the mandate from City Council to be responsible for the development of all the facilities contemplated by the City. However, we also require the manpower and tools to do the job! As a result, I would respectfully request the Committee to consider this report, and look favourably upon the recommendations flowing from the Audit Report.

c.c. Alderman D. Drury, Alderman, Ward 3, Chairman C.A.S.C.
Alderman J. Gallagher, Alderman, Ward 7, Member C.A.S.C.
Alderman F. Lombardo, Alderman, Ward 5, Member C.A.S.C.
Chief G. Baker, Fire Chief, Member C.A.S.C.
Mr. E. C. Matthews, City Treasurer, Member C.A.S.C.
T. Agnello, Secretary Comprehensive Audit Steering Committee
Mr. L. Sage, Chief Administrative Officer
Mr. J. Johnston, Commissioner of Human Resources
Mr. R. Martiniuk, Manager, Architectural Division

5(a)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 7

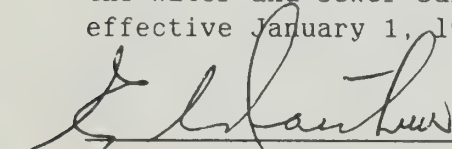
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: REGIONAL HYDRANT CHARGE

RECOMMENDATION:

That the hydrant charge billed by the Region to the City of Hamilton be discontinued and the Region be requested to recover the appropriate amount from the water and sewer surcharge billing system relating to the City of Hamilton, effective January 1, 1991.


E. C. Matthews

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

By removing the hydrant charge from the City of Hamilton tax rate and applying it to the water/sewer surcharge maintained by the Region, exempt taxpayers would be assisting with the overall financing of the charge thus reducing the load being carried by the rateable taxpayer now.

The City of Ottawa and the City of Mississauga bill this fire service water charge either as a separate non-tax charge through the billing system of the area municipality or directly through the water/sewer surcharge billing system of the region.

BACKGROUND:

Since the inception of Regional Government in 1974, the Regional Engineering Department has been calculating the hydrant charge and the Finance Department has been billing this charge to the area municipalities. The area municipalities in turn have been including it in their budgets and the local tax rate. In recent years this charge has been considered to be onerous by some of the area municipalities, and this has been the view of this Council, as reflected in a recent resolution to that affect by approving we discontinue it.

1991 February 7

Mr. J. D. Thompson, Secretary
Finance and Administration Committee - Page 2

BACKGROUND: - continued

When this issue surfaced at the Standing Committee level of the Region, the Area Treasurers and the appropriate Regional officials were requested to meet and resolve this concern. This meeting was held in Flamborough on January 29, 1991, with the following results:

1. That the area municipalities continue to be billed a hydrant charge on the same principle as in past years, and,
2. That the area municipalities be given the latitude to recover this amount in the form of a separate charge from its ratepayers.

This second point was provided as a concession to Hamilton to allow the option of removing it from the tax or mill rate and for the area municipality to bill it out based on the user pay principle.

In other words, the area municipalities could bill it out if that is their wish or leave the system alone and continue to include the amount in the budget as has been the case in the past.

The basis of the hydrant charge was explained to the Area Treasurers by the Acting Commissioner of Engineering and, while there was no reduction recommended in this amount, it was agreed that the Engineering Department would provide the area municipalities with the details of the calculation in future years.

From my perspective, the reality is that the hydrant charge is a revenue source of the Engineering Department and even if a reduction was to be made this loss of revenue would have to be made up from somewhere and that somewhere would have to be from the client/customer base of the utility itself. That is, the users of the system other than the area municipalities using hydrant water supply would have to make up the difference.

What the Area Treasurers did not discuss was the possibility of the Region to stop billing the hydrant charge and for the Engineering Department to raise this loss in revenue by increasing the water and sewer surcharge rate sufficient to cover the difference. The rural municipalities may not be in favour of increasing water rates because of a large number of well users and golf courses and other reasons, in any event. To get agreement from the six area municipalities to increase water and sewer rates is not possible in my opinion. Adjusting the water and sewer surcharge rate does have an appeal to Hamilton, however, in coming to grips with this issue.

1991 February 7

Mr. J. D. Thompson, Secretary
Finance and Administration Committee - Page 3

BACKGROUND:

Accordingly, there are three options for the City of Hamilton to consider:

Option No. 1

Calculate a rate based on assessment (i.e., \$1.00 per \$1000.00 of assessment) and have the City of Hamilton bill this non-tax charge (like a weed charge) to both rateable and exempt properties. On collection, this amount would be turned over to the Region in full settlement of the hydrant charge. The tax rate of the City would be correspondingly reduced.

Option No. 2

Calculate the charge on the same basis as Option No. 1 with the City billing the rateable properties and the Region billing the exempt properties on a basis of a special non-tax rate. The amount collected by the City would be turned over to the Region with the amount collected by the Region to be retained, both in full settlement of the hydrant charge. The tax rate of the City would be correspondingly reduced.

Option No. 3 (RECOMMENDED OPTION)

Request the Region to stop billing the hydrant charge to the City of Hamilton only, and, include the full amount of the hydrant charge in both the water and sewer surcharge rate structure and to recover the hydrant charge which amounts to approximately \$1,300,000, in this fashion. This would mean that the water rate structure would be slightly higher than the other five area municipalities, but it would also mean that the City tax rate would be relieved of this charge.

Advantages and Disadvantages of the Three Options

Option No.1

Advantages

1. Reduces the tax rate of the City.
2. Distributes the cost over a wider client base.
3. No disruption to the five other area municipalities.

Disadvantages

1. Cumbersome to adjust the billing system. Systems Department modifications required.
2. Draws unnecessary attention to a special billing exempt users have never experienced previously.
3. May involve the City in billing very small amounts.

1991 February 7

Mr. J. D. Thompson, Secretary
Finance and Administration Committee - Page 4

BACKGROUND: - continued

Option No. 2

Advantages

1. Reduces the tax rate of the City.
2. Distributes the cost over a wider client base.
3. No disruption to the other five area municipalities.

Disadvantages

1. Cumbersome to adjust the billing system. Forms design is required to the water bill and it simply may not be possible to implement this option within the time frame. Systems Department modifications required.

Option No. 3 (RECOMMENDED OPTION)

Advantages

1. Reduces the tax rate of the City.
2. Distributes the charge over a wider client base.
3. Easy to implement, no Systems Department modifications (integrate with the existing system).
4. No need to explain a special charge.
5. No disruption to the other five area municipalities.

Disadvantages

1. The policy of the Region of a consistent water and sewer rate structure throughout the Region would have to be altered to accommodate a rate structure slightly higher for the City of Hamilton than will be used by the other five area municipalities.

Note: If the City of Hamilton recommends any one to these three options, the other five area municipalities will not be affected. In addition, the area municipality Treasurers would allow Options No. 1 and 2 (discussed at the January 29 meeting) simply because it offers the possibility of retaining the status quo which the other five favour and the flexibility which it offers for Hamilton to collect this charge separately and reduce its tax rate.

1991 February 7

Mr. J. D. Thompson, Secretary
Finance and Administration Committee - Page 5

BACKGROUND: - continued

Note: - continued

Option No. 3 was not discussed as an option at the Area Treasurers' meeting, because it involves the Region doing the entire billing and the Region's rate structure is involved, but, it has been pursued since that time by the Treasurer of the City of Hamilton because of the status quo position of the other area municipalities, the fact that the other five areas would not be affected, and the simplicity of its application.

c.c. Mr. Lou Sage, Chief Administrative Officer
Ms. Patrice Noé-Johnson, City Solicitor
Mr. J. G. Hindson, Director, Information Systems
Mr. Gerry Lawson, Treasurer and Commissioner of Finance, Region
Mr. Frank Carrocci, Treasurer, City of Stoney Creek
Mr. Glen Mchaffy, Treasurer, Town of Ancaster
Mr. Glen McMurray, Treasurer, Town of Dundas
Mr. Barry Roberts, Treasurer and Director of Finance, Town of Flamborough
Mr. Brian Rodgers, Treasurer, Township of Glanbrook
Mr. E. M. Gill, Acting Commissioner of Engineering, Region

5(6)

CITY OF HAMILTON

- RECOMMENDATION -

FEB 11 1991

DATE: 1991 February 8

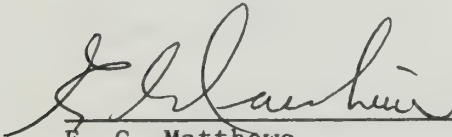
REPORT TO: Mr. J. D. Thompson
Finance and Administration Committee

FROM: Mr. E.C. Matthews
Treasurer

SUBJECT: Pension Fund Reserve

RECOMMENDATION:

That the recovery of funds from OMERS for the Type III surplus in the amount of \$855,905.90 be transferred to a Reserve for future Pension Liabilities, effective January 1, 1990.



E. C. Matthews

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Future cost to the City is expected both for Hamilton Municipal Retirement Fund and OMERS to finance actuarial deficits and pension enhancements and funds need to be provided for this contingency now.

BACKGROUND:

The re-evaluation of the OMERS Type III supplementary agreement in 1989, resulted in a surplus of \$855,905.90. Various options were available for use of these funds.

OMERS has approved an ad hoc increase for 1991 and it is expected legislation regarding indexing of the OMERS pension will be completed in 1991. The Hamilton Municipal Retirement Fund by Council resolution provides the same increases as OMERS. As a result, there will be increased liabilities to the Hamilton Municipal Retirement Pension Fund which at the end of 1989 was in a deficit position of \$298,000.00. Further, the poor performance of investments in general in 1990 will result in a decrease in Hamilton Municipal Retirement Fund even though the Hamilton Municipal Retirement Fund investment performance was in the first quartile.

In order to reduce future liabilities for indexing, OMERS has proposed a 1/2% increase in employee and employer contributions. The additional cost to the City is estimated to be \$340,000.00 per annum based on 1990 salary figures.

This transfer to the reserve is to be effective January 1, 1990 which means it will earn interest at 13.23% for the year 1990, or \$113,236.35, and accordingly the reserve balance at year end, December 31, 1990 will be \$969,142.25, (\$855,905.90 + \$113,236.35).

5(c)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 18

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: PROPOSED DISTRIBUTION OF 1990 CURRENT BUDGET
SURPLUS

RECOMMENDATION:

- a) That the Reserve for Special Events be renamed to Reserve for Hosting of Special Dignitaries to identify the nature of the expenditures.
- b) That a new interest bearing reserve be created as Reserve for Tax Stabilization for use in reducing the impact of mill rate fluctuations from year to year. This reserve to be funded from the year end surplus.
- c) That the distribution of the 1990 Current Budget Surplus in the estimated amount of \$3,075,000 be as follows:

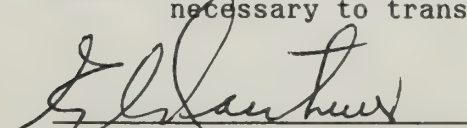
- 1) 1991 Revenue and Expenditure Reduction Requirements
(Already included in the City of Hamilton 1991 Estimates):

(a) Carry forward surplus to 1991	\$ 750,000	
(b) Reserve for Tax Stabilization		
- for 1991 Current Budget Allocation	1,168,240	
(c) Reserve for Hosting of Special Dignitaries (Reduces 1991 budget expenditures)	65,000	
(d) Reserve for Dofasco Appeal (Reduces 1991 budget expenditures)	390,000	
		\$2,373,240

2) Reserve for Uninsured Losses		200,000
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3) Balance to Reserve for Tax Stabilization - for future use		501,760
		\$3,075,000

NOTE: Due to surplus position in the City's Current Budget in 1990 it was not necessary to transfer reserve allocation to current revenue.


E. C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation.

BACKGROUND:

The accounting entries applicable to the 1990 revenue and expenditures for the City of Hamilton are nearing completion and the following is a summary of the estimated surplus/(deficit) from operations:

	1990 <u>Approved Budget</u>	1990 <u>Actual</u>	<u>Surplus/ (Deficit)</u>
Revenues	\$155,017,710	\$156,562,710	\$1,545,000
Expenditures	<u>155,017,710</u>	<u>153,487,710</u>	<u>1,530,000</u>
Budget Surplus	\$ <u>---</u>	\$ <u>3,075,000</u>	<u>\$3,075,000</u> (2.0% of budget)

The following are my comments with respect to the recommended distribution of the budget surplus:

- 1) (a) The carry forward surplus of \$750,000 is the requirement to be applied to the 1991 revenues.
 - (b) Amount necessary to match the amount included in the 1990 revenue estimates for the Reserve for tax stabilization.
 - (c) An amount of \$65,000 is being set aside for various hosting of special dignitaries expected to take place in 1991.
 - (d) Reserve for the Dofasco Appeal be increased by a balance of \$390,000 to provide for the City's liability for the refund of taxes including interest up to the end of 1991 if the courts rule in favour of their assessment appeal. This will reduce the 1991 expenditure to zero.
- 2) Reserve for Uninsured Losses -- our reserve requirements need to be strengthened in the areas of liability and fire coverage.

c.c. His Worship Mayor R. Morrow and Members of City Council



FEB 1 1991

6.

Ville de Montréal

Hôtel de Ville
Cabinet du Comité exécutif

Bureau du maire

January 22, 1991

Mr. Robert M. Morrow
Mayor of Hamilton
HAMILTON (Ontario)
L8N 3T4

To 74 A com.
for presentation
by me at
next meeting

Dear Colleague:

The 4th International Conference of Mayors of the St. Lawrence and the Great Lakes held last year in Milwaukee, Wisconsin, resulted in the adoption of numerous resolutions, which I am pleased to send you today. John O. Norquist, Mayor of Milwaukee, and I jointly chaired the meeting.

The Conference was set up during a convention held in Québec City in 1987, and has become an ideal forum for discussing the concerns of municipal officials and communities along the St. Lawrence River and the Great Lakes.

Among other things, the resolutions adopted at the Milwaukee Conference focus on measures to ensure the competitiveness of St. Lawrence-Great Lakes transportation, questions related to the diversion of water outside the basin, the problem of the zebra mussel, toxic substance spills, and discrimination now hitting grain shipments to the East.

.../2



Mr. R. M. Morrow

- 2 -

1991.01.22

These resolutions call for the collaboration of several intervening parties. In this perspective, my colleagues and I are counting on your cooperation to implement them.

Yours truly,

Jean Doré
Mayor of Montréal and
Co-chairman of the 4th International
Conference of Mayors of the St. Lawrence
and the Great Lakes

encl.



INTERNATIONAL GREAT LAKES ST.LAWRENCE MAYORS' CONFERENCE
under the auspices of the Great Lakes St.Lawrence Maritime Forum

CONFÉRENCE INTERNATIONALE DES MAIRES DU SAINT-LAURENT ET DES GRANDS LACS
sous les auspices du Forum maritime Grands lacs Saint-Laurent

**International Great Lakes St. Lawrence Mayors' Conference
Milwaukee, Wisconsin - 1990**

Resolution Summaries

1. Support implementation of Great Lakes Charter's principles pertaining to diversion and consumptive use of the water resources of the Great Lakes Basin.
2. Oppose national flag cargo preferences, impediments and other discriminatory handicaps to free competition in international maritime trades.
3. Urge amendment of Canada's Western Grain Transportation Act.
4. Urge the federal government of Canada to solicit recommendations from the Great Lakes St. Lawrence maritime community concerning expense reductions and privatization of federal navigation services.
5. Support innovative efforts to develop waterfronts, prevent water pollution and restore the Great Lakes, St. Lawrence River and tributary rivers.
6. Support full federal funding of proposed large U.S. lock at Sault Ste. Marie, Michigan and federal efforts to repair the Canadian Soo Lock.
7. Commend the City of Milwaukee for its environmentally-sensitive waterfront redevelopment and instilling community pride in its citizens.
8. Support federal technical and financial assistance to cities to combat zebra mussel infestation and urge federal action to control future introduction of exotic species, particularly through shipping activities.
9. Commit to undertake, to the extent possible, the elimination of pollution caused by toxic substances.
10. Urge federal action to strengthen provisions for the prevention of toxic and hazardous spills in the Great Lakes St. Lawrence River system.



INTERNATIONAL GREAT LAKES ST.LAWRENCE MAYORS' CONFERENCE
under the auspices of the Great Lakes St.Lawrence Maritime Forum

CONFÉRENCE INTERNATIONALE DES MAIRES DU SAINT-LAURENT ET DES GRANDS LACS
sous les auspices du Forum maritime Grands lacs Saint-Laurent

11. Urge more effort by private firms to reduce acid rain.
12. Support the convening of the international Great Lakes St. Lawrence Mayors' Conference on an annual basis and other administrative matters.
13. Support the initiative of Great Lakes International Festivals to bring a tour of the Columbus replica vessels to the region in 1993.
14. Support proposed locations for future Mayors' Conferences: 1991-Northern Indiana; 1992-Thunder Bay; 1993-Montréal and 1994-Buffalo

RESOLUTION #1

May 18, 1990

Offered by Mayor Norquist of Milwaukee

WHEREAS, The eight Great Lakes States and Provincial Governments of Ontario and Quebec signed the Great Lakes Charter in 1985; and

WHEREAS, The Great Lakes Charter was signed in recognition of the importance of the Great Lakes to the region including:

- The waters of the Great Lakes Basin are precious public natural resources, shared and held in trust by the Great Lakes States and Provinces.
- The waters of the Great Lakes Basin are interconnected and part of a single hydrologic system. The multiple uses of these resources for municipal, industrial and agricultural water supply; mining; navigation; hydro-electric power and energy production; recreation; and the maintenance of fish and wildlife habitat and a balanced ecosystem are interdependent; and

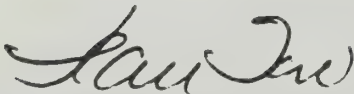
WHEREAS, The purposes of the Great Lakes Charter are to conserve the levels and flows of the Great Lakes and their tributary and connecting waters; to protect and conserve the environmental balance of the Great Lakes Basin ecosystem; to provide for cooperative programs and management of the water resources of the Great Lakes Basin by the signatory states and provinces; to make secure and protect present development within the region; and to provide a secure foundation for future investment and development within the region; and

WHEREAS, The Great Lakes States and Provinces and the federal governments have enacted legislation and/or are supporting legislation to implement key features of the Great Lakes Charter including, and most importantly, that diversions or consumptive uses of basin water resources will not be allowed if individually or cumulatively they would have any significant adverse impacts on lake levels, in-basin uses, and the Great Lakes ecosystem; and

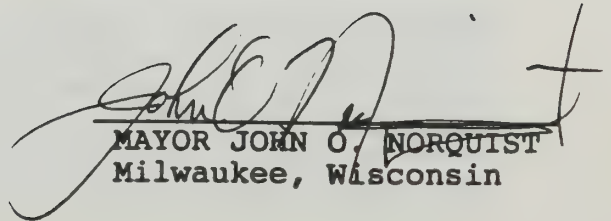
WHEREAS, The demands on the water resources of the Great Lakes Basin are increasing; now, therefore, be it

RESOLVED, The mayors of the municipalities of the Great Lakes and St. Lawrence commit to supporting the implementation of the Great Lakes Charter's principles, including the enactment of legislation to prohibit diversions and consumptive uses of basin water resources that individually or cumulatively would have any significant adverse impacts on lake levels in-basin uses and the Great Lakes ecosystem. And, that such legislation will afford the greatest protection to the waters and ecosystem of the Great Lakes Basin for this and succeeding generations.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #2

May 18, 1990

Offered by Mayor Norquist of Milwaukee
and Mayor Dore of Montreal

WHEREAS, The St. Lawrence Seaway system is a vital commercial waterway to both Canada and the United States; and

WHEREAS, The governments of both countries support policies which restrict free and unfettered international trade to the detriment of St. Lawrence Seaway interest; and

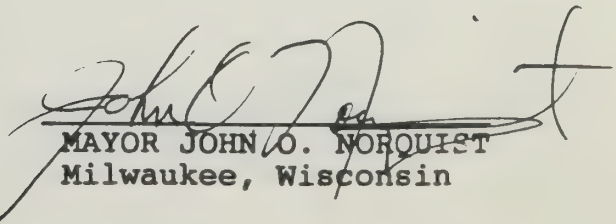
WHEREAS, The U. S. government supports and imposes upon certain U. S. international maritime trades flag preferences favoring U.S. flag vessel interests (specifically, but not exclusively, Food for Peace 480 Cargo), thereby causing harm to the St. Lawrence System and ports; now, therefore, be it

RESOLVED, That the Mayors of the Great Lakes/St. Lawrence Seaway system do call upon and petition the federal governments of both Canada and the U. S. to end such national flag cargo preferences, impediments and other discriminatory handicaps to free competition in international maritime trades, including the opportunity for St. Lawrence/Great Lakes municipalities to participate in such programs as Food for Peace 480 Cargo.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #3

May 18, 1990

Offered by Mayor Masters of Thunder Bay

WHEREAS, The Western Grain Transportation Act of Canada works to the disadvantage of Eastern ports, of shippers and of the St. Lawrence Seaway System; and

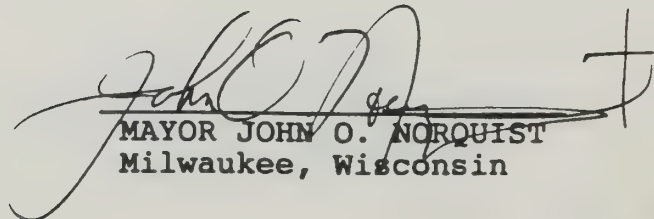
WHEREAS, Markets traditionally served by ports through the eastern part of Canada are unfairly biased against by an act that favors western ports; now, therefore, be it

RESOLVED, That the Mayors of the Great Lakes/St. Lawrence Seaway Ports do petition the Federal Government of Canada to remove this bias by amending the Western Grain Transportation Act so as to provide a more equitable distribution of grain shipments throughout Canada and that further, the act be amended, changing the methods of payment in a way which allows for a choice of the most economical and efficient transportation modes.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #4

May 18, 1990

Offered by Mayor Masters of Thunder Bay

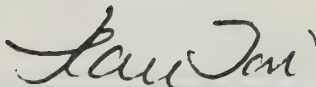
WHEREAS, The St. Lawrence Seaway is the only navigation system in North America compelling its users to pay tolls to the St. Lawrence Seaway Authority; and

WHEREAS, The U. S. Government rebates tolls paid to the St. Lawrence Seaway Development Corporation; and

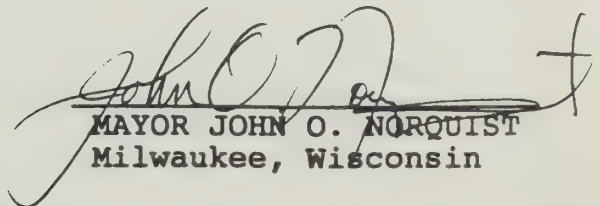
WHEREAS, The Canadian Federal Government is in the process of developing a policy of Coast Guard Cost Recovery that will act detrimentally to the long-term viability and competitiveness of the Great Lakes/St. Lawrence Seaway System; now, therefore, be it

RESOLVED, That the Mayors of the Great Lakes/St. Lawrence Seaway do petition the Federal Government of Canada to conduct extensive consultation with the Great Lakes/St. Lawrence Seaway maritime community in order to solicit alternative recommendations on expense reductions, including privatization of services that could be done more practically by the private sector and to identify services that are not needed to ensure value for money in order to achieve the government's policy of lower overall costs.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #5

May 18, 1990

Offered by Mayor Norquist of Milwaukee

WHEREAS, The region's prosperity is closely tied to the fate of its cities, and their prospects are powerfully shaped by the Great Lakes/St. Lawrence River; and

WHEREAS, The vitality that has returned to our cities' waterfronts, as a result of our emphasis on renewing both our environments and economies, enables us to see the possibility for a new era of economic growth, one based on policies that sustain and expand our environmental resource base and meet our present needs without compromising the ability of future generations to meet their own needs; and

WHEREAS, Decisive and coordinated political action is needed now to manage our environmental resources in order to sustain this growth; now, therefore, be it

RESOLVED, To join forces, to identify common goals and agree on common action to achieve sustainable development, and report on our progress at each of our annual conferences; and be it

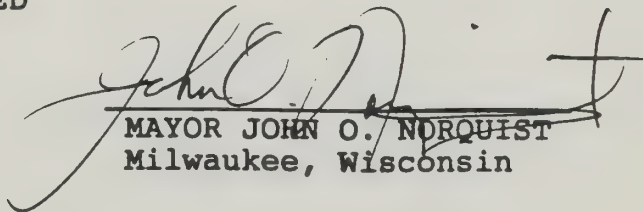
FURTHER RESOLVED, To immediately redouble our efforts to remedy, control and prevent pollution of the Great Lakes/St. Lawrence River. The Center for the Great Lakes should assist us by identifying innovative ways cities can develop their waterfronts, prevent pollution and restore our rivers and lakes; and be it

FURTHER RESOLVED, To assure that these needs also get increased attention in our federal, provincial and state capitals.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #6

May 18, 1990

Offered by Mayor Fedo of Duluth

WHEREAS, The Federal Governments of the United States and Canada have owned, maintained, and operated locks at the Sault Ste. Marie for almost a century; and

WHEREAS, Marine traffic using the Soo Locks since 1940 has averaged 99 million tons per year; and

WHEREAS, Such traffic includes large quantities of iron ore, grain, and coal which are economically important commodities; and

WHEREAS, the Poe Lock, which is the only lock of sufficient size to handle ships of length 1,100 feet and beam 105 feet, and has been in continuous operation since 1969; and

WHEREAS, The sizes of the largest vessels using the Soo Locks have increased so that 20 percent of the U. S. Great Lakes fleet (accounting for half the fleet's capacity) is restricted to using the single largest lock; and


WHEREAS, Reliance on the Poe Lock has now reached a critical level and if disabled in any way, would have severe economic consequences; and

WHEREAS, The Davis and Sabin Locks at Sault Ste. Marie are in need of replacement; and

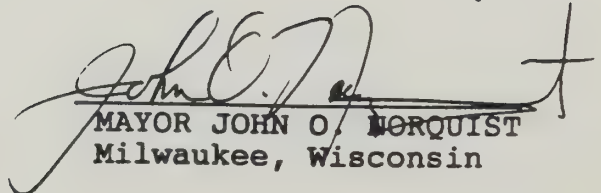
WHEREAS, The Soo Locks system is an internationally used waterway as well as a valuable commercial and defense asset; now, therefore, be it

RESOLVED, By the Great Lakes/St. Lawrence Mayor's Conference that the U. S. Congress and the Administration be strongly urged to provide full federal funding for a new large lock at Sault Ste. Marie, with capacity of the Poe Lock, to replace the Davis and Sabin Lock ; and that the government of Canada be urged to repair and make operational the Canadian lock at Sault Ste. Marie.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #7

Offered by Mayor Tighe of Belle River

May 18, 1990

WHEREAS, Having the opportunity to tour the City of Milwaukee as a first-time visitor, it is clearly evident that the municipality places a high value on preserving and enhancing its waterfront for the purpose of its citizens and visitors; and

WHEREAS, The meticulous manner in which the waterfront is maintained is in keeping with the theme of the entire city neighborhoods, which further reflects the same pride of environmental consciousness amongst its residents; and

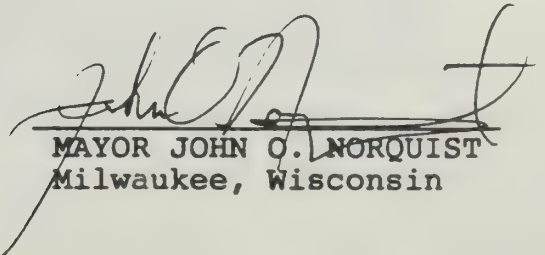
WHEREAS, There is no question this spirit of environment consciousness is a direct result of quality leadership from city officials, which, in turn, results in pride of property amongst its citizens. The net result will most certainly be continued progress and future development for this fine city; now, therefore, be it

RESOLVED, That this conference go on record as recognizing and commending the City of Milwaukee for both its excellent example of environmental consciousness with its development of its waterfront lands and for creating a pride of community attitude which most certainly exists in Milwaukee citizens.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



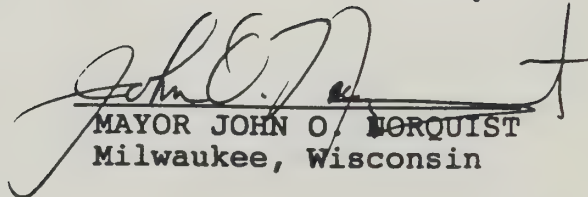
MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLVED, By the Great Lakes/St. Lawrence Mayor's Conference that the U. S. Congress and the Administration be strongly urged to provide full federal funding for a new large lock at Sault Ste. Marie, with capacity of the Poe Lock, to replace the Davis and Sabin Lock ; and that the government of Canada be urged to repair and make operational the Canadian lock at Sault Ste. Marie.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #7

May 18, 1990

Offered by Mayor Tighe of Belle River

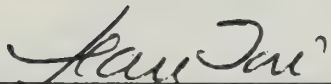
WHEREAS, Having the opportunity to tour the City of Milwaukee as a first-time visitor, it is clearly evident that the municipality places a high value on preserving and enhancing its waterfront for the purpose of its citizens and visitors; and

WHEREAS, The meticulous manner in which the waterfront is maintained is in keeping with the theme of the entire city neighborhoods, which further reflects the same pride of environmental consciousness amongst its residents; and

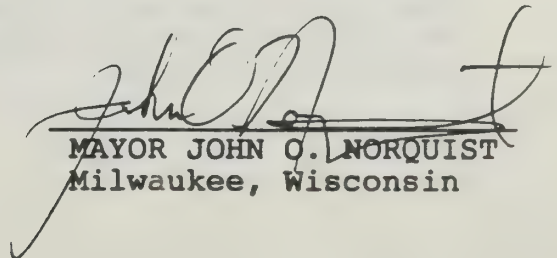
WHEREAS, There is no question this spirit of environment consciousness is a direct result of quality leadership from city officials, which, in turn, results in pride of property amongst its citizens. The net result will most certainly be continued progress and future development for this fine city; now, therefore, be it

RESOLVED, That this conference go on record as recognizing and commending the City of Milwaukee for both its excellent example of environmental consciousness with its development of its waterfront lands and for creating a pride of community attitude which most certainly exists in Milwaukee citizens.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #8

May 18, 1990

Offered by Mayor Griffin of Buffalo
and Mayor Dore of Montreal

WHEREAS, Zebra mussels were recently imported into the Great Lakes by ocean going vessels in 1988; and

WHEREAS, The dispersal of zebra mussels throughout the Great Lakes is rapidly taking place due to their prolific reproduction and ability to be spread by lake shipping; and

WHEREAS, The zebra mussel poses an immediate threat to sportfishing, the quality of water supplies and maintenance of water plants, to bathing beaches, and boat maintenance, and

WHEREAS, The New York State Sea Grant program estimates the damage to Great Lakes sportfishing could run as high as \$271 million; and

WHEREAS, The City of Buffalo is planning to spend \$500,000 on its water intakes in Lake Erie due to rapid infestation to prevent further clogging and water purity problems; and

WHEREAS, Cities on the Great Lakes face tens of million dollar damage to their water intake facilities in the near future; and

WHEREAS, There appears to be no natural or chemical means of preventing a plague of zebra mussels from damaging the natural and man-made environment of the Great Lakes; now, therefore, be it

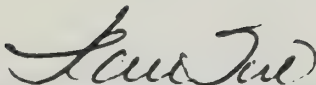
RESOLVED, That the mayors assembled for the International Great Lakes St. Lawrence Mayor's Conference declare their concern and alarm over the rapid spread and developing damage to drinking water facilities and the growing Great Lakes sportfishing industry; and be it

FURTHER RESOLVED, That research efforts be stepped up and adequately funded by the respective Canadian and American federal, provincial, and state governments to find a means to control or eliminate the spread of this plague throughout the Great Lakes, and that this research be made available to municipal governments; and, be it

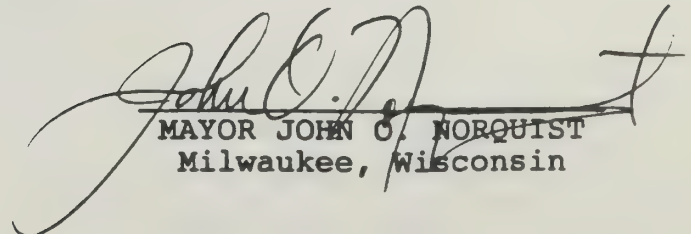
FURTHER RESOLVED, That a program of technical assistance be developed at Federal levels to cities faced with growing damages to lakeshore facilities from the spread of the zebra mussel; and be it

FURTHER RESOLVED, That the mayors of the St. Lawrence-Great Lakes System request that:

- the Governments of Canada and the United States take immediate action to reduce the risk of future introductions of exotic species to the system from ballast water of ships.
- the Canadian government implement stringent, enforceable controls for the exchange of ballast water in ships prior to entering the St. Lawrence River system.
- human and financial resources be devoted to the evaluation of control measures to alleviate the disruption being caused by the zebra mussel.
- the Governments of Canada and the United States seek international cooperation in preventing the transfer via the shipping industry of foreign or exotic species into Canadian and American waterways.



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN C. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #9

May 18, 1990

Offered by Mayor Dore of Montreal

WHEREAS, Human activities from different sectors, either private, public, institutional, commercial, industrial or agricultural, generate toxics of variable levels (heavy metals, organic compounds, etc.) which are released in the environment (air, water, and soil); and

WHEREAS, Not all of the long-term effects of these toxic discharges, economic and environmental, can be assessed given the state of our scientific knowledge; and

WHEREAS, We do have sufficient data to say that these substances have acute and chronic effects on living creatures, including human beings; and

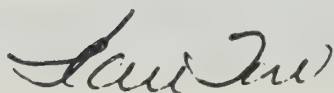
WHEREAS, Any threat to the health of living organisms is a menace to all activities related to these organisms, including economic activities; now, therefore, be it

RESOLVED, That municipalities along the Great Lakes and the St. Lawrence River commit themselves to the elimination of toxics of all nature, by all means deemed appropriate, within their own jurisdiction; and be it

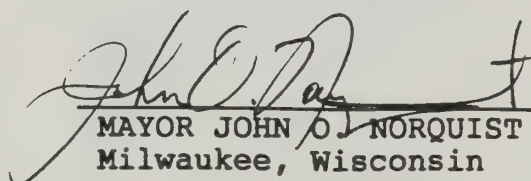
FURTHER RESOLVED, When toxics cannot be eliminated, they should be reused or recycled to minimize their discharge into the environment; and be it

FURTHER RESOLVED, Concurrently the Mayors commit themselves to make all necessary representations to other authorities and interested parties to achieve the preceding objectives.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #10

Offered by Mayor Dore of Montreal

May 18, 1990

WHEREAS, The Exxon Valdez catastrophe has demonstrated the severe environmental and economic consequences of human failure in a marine transportation setting; and

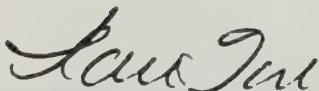
WHEREAS, In addition, spills and unplanned releases of oil and other hazardous polluting substances to the Great Lakes are commonplace; and

WHEREAS, These sources of contamination have the potential of imposing serious long-term catastrophic disruption of drinking water supplies for 30 million Great Lakes-St. Lawrence basin residents as well as massive disruption of the biosystem; now, therefore, be it

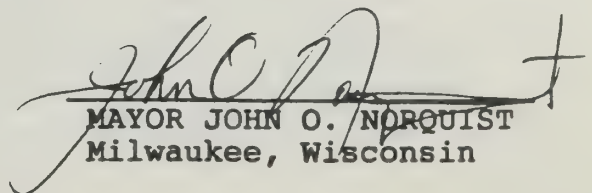
RESOLVED, The mayors of the St. Lawrence/Great Lakes basin request that:

- the Governments of Canada and the United States urgently review and strengthen provisions for the prevention of spills of toxic and hazardous substances from vessels and shore based industrial operations, and improve contingency plans for dealing with emergencies that may arise.
- that navigation requirements be reevaluated for all vessels carrying oil and hazardous substances in the Great Lakes-St. Lawrence River system to increase safety.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #11

Offered by Mayor Normand of Montmagny

May 18, 1990

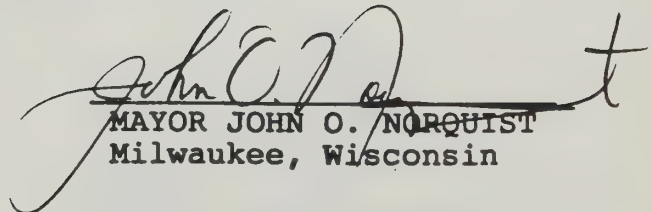
WHEREAS, The Great Lakes and the St. Lawrence River constitute the largest reservoir of fresh water in North America; now, therefore, be it

RESOLVED, That all mayors of shoreline communities of the Great Lakes and the St. Lawrence ask the Canadian and American governments to increase their efforts and to be more demanding in requesting cooperation from companies to reduce acid rain beginning this year.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #12

May 18, 1990

Offered by Mayor Dore of Montreal

WHEREAS, The International Conference of Mayors of the St. Lawrence-Great Lakes system is an annual event which allows the cities near these bodies of water to discuss environmental protection, economic development, tourism and transportation on a common basis; and

WHEREAS, The experience of these annual meetings has demonstrated the importance of strong cooperation among municipal partners, specifically on environmental and economic issues at the beginning of the twenty first century, during which the economic development of the St. Lawrence/Great Lakes system will be more than ever dependent on the quality and preservation of these bodies of water; and

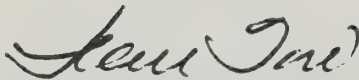
WHEREAS, The procedures already established must have logistical support in order to insure the organization and the follow-up of the annual procedures; now, therefore, be it

RESOLVED, That:

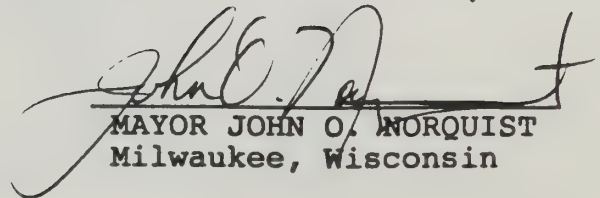
- The International Conference of St. Lawrence/Great Lakes Mayors be held on an annual basis;
- The Great Lakes/St. Lawrence Maritime Forum be responsible for follow-up with the appropriate authorities regarding the resolutions coming from the conference;
- While efforts continue to include the largest possible number of elected officials, a Steering Committee be created and composed of two mayors from Quebec, two mayors from Ontario, and four mayors from the United States, the mayor of the city hosting the Conference, the mayor of the host city of the previous Conference, and a representative of the St. Lawrence/Great Lakes Maritime Forum. The Steering Committee approves the program, date, and location of each Conference;

- An Organization Committee be created by the Steering Committee, with each member of the Steering Committee designating a representative (political or administrative) to work on organizing the Conference. This Organization Committee has the responsibility to prepare and present to the Steering Committee a draft program, to ensure a choice of speakers, to prepare the list of invitees, and to ensure the participation of the St. Lawrence - Great Lakes cities.
- The Steering Committee will contain an administrative committee consisting of Frank Kudrna of the Great Lakes Commission, David Sebok of the City of Duluth, Hughes Morrisette of the Maritime Forum, and Andrew Kibedi of the Province of Ontario, which will examine the formalization of the structure of the Conference and make recommendations to the Steering Committee during 1990.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

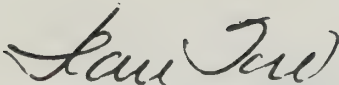
RESOLUTION #13

Offered by Mayor Dore of Montreal

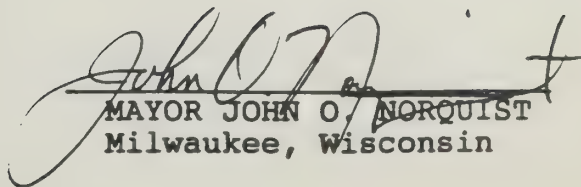
May 18, 1990

BE IT RESOLVED THAT, We the Mayors attending WATER WORKS 1990, the International Great Lakes St. Lawrence Mayors' Conference endorse the initiative of the Great Lakes International Festivals for making us aware of the action of the Christopher Columbus Quincentenary Jubilee Commission's itinerary for the Columbus Caravels Replicas Tour of the Great Lakes/St. Lawrence Region in 1993, and furthermore to contact our appropriate elected representatives to endorse this maritime project on our behalf.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

RESOLUTION #14

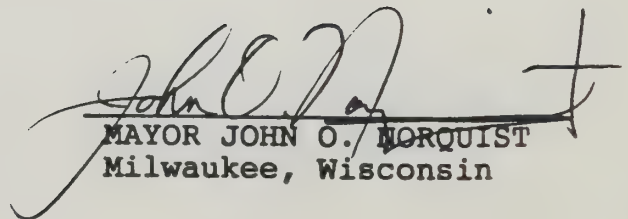
Resolution Offered by the Steering Committee

BE IT RESOLVED by the Great Lakes St. Lawrence Mayors Conference,
That the annual meetings be held in the following locations:
1991-Northern Indiana; 1992-Thunder Bay; 1993-Montreal; 1994-
Buffalo.

CARRIED



MAYOR JEAN DORE
Montreal, Quebec



MAYOR JOHN O. NORQUIST
Milwaukee, Wisconsin

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FINANCE AND ADMINISTRATION COMMITTEE

1991 FEBRUARY 21

C O N S E N T A G E N D A

A. ADOPTION OF THE MINUTES

- (i) Special Meeting.....Tuesday, 1991 January 29
- (ii) Regular Meeting.....Thursday, 1991 February 7

B. MANAGER OF PURCHASING

- (i) Supply and Delivery of Electric Light Bulbs, Purchasing Stores During 1991
- (ii) Supply and Delivery of Safety Equipment, Purchasing Stores During 1991

C. DIRECTOR OF PUBLIC WORKS

Request for Additional Repair to Fire Department Pumpers #4 and #7

D. CITY CLERK

- (i) Hamilton Amateur Wrestling Club - Civic Awards
- (ii) Canadian Polish Congress - Constitution Celebration
- (iii) Flying of St. John Ambulance Flag
- (iv) Flying of Estonian Flag
- (v) Flying of Canadian Red Cross Society Flag
- (vi) Flying of Croatian Flag
- (vii) Max Rotman Humanitarian Award Ceremony
- (viii) Communita Racalmutese Maria SS Del Monte
- (ix) Support Our Troops Rally Campaign
- (x) Spicer Commission

E. DIRECTOR OF PROPERTY

Temporary Use of Pedestrian Bridge Across King Street West - Cari-Can Festival

F. TREASURER

- (i) Temporary Financing of Feasibility Study - Huntington Park Recreation Centre
- (ii) Tax Applications Processed Under Section 496(a) of The Municipal Act

A(i)

SPECIAL MEETING OF THE FINANCE AND ADMINISTRATION COMMITTEE

Tuesday, 1991 January 29
6:00 o'clock p.m.
Room 233, City Hall

There were present:

Alderman B. Hinkley, Chairman
Alderman D. Ross, Vice-Chairman
Mayor R. M. Morrow
Alderman T. Cooke
Alderman V. J. Agro
Alderman G. Copps
Alderman D. Agostino
Alderman T. Jackson
Alderman J. Gallagher

Also present:

Alderman M. Kiss
Alderman W. M. McCulloch
Alderman D. Drury
Alderman F. Lombardo
Alderman V. Formosi
Alderman H. Merling
Alderman T. Murray
Mr. L. Sage, Chief Administrative Officer
Mr. E. C. Matthews, Treasurer
Mr. N. Adhya, Manager of Budgets
Mr. K. Beattie, Grants Co-ordinator
Mr. R. Hammel, Manager of Accounting
Mr. C. Kerr, Budget Analyst
Mr. K. E. Avery, City Clerk
Mr. J. J. Schatz, Deputy City Clerk
Mr. J. Hindson, Director of Information Systems
Mr. J. Pavelka, Director of Public Works
Mr. D. Vyce, Director of Property
Mr. J. Johnston, Commissioner of Human Resources
Mrs. D. Jones, Manager of Personnel Services
Ms. P. Noé Johnson, City Solicitor
Chief G. Baker, Hamilton Fire Department
Mr. R. Joyce, Division Chief, Administration, Fire Dept.
Mr. L. King, Building Commissioner
Mr. A. Georgieff, Director of Local Planning
Mrs. J. McAnanama, CEO, Public Library
Mr. H. Solomon, Manager of Operations, Traffic Dept.
Mr. J. Thompson, Secretary

This was a special meeting of the Finance and Administration Committee to receive an overview on the 1991 Current Budget process in order to achieve a "zero" tax increase.

The Treasurer distributed a summary of the 1991 Current Estimates which is still subject to confirmation of final estimates. It was noted on Exhibit 1 that the Maintenance Budget has created a 5.8% increase in the tax (mill) rate for 1991, or an approximate \$28. tax increase for City purposes based on a \$5 000 average assessment.

Mr. Matthews noted in his report dated 1991 January 24 that as directed by City Council all departments and local boards have prepared service/program packages to reduce their 1991 estimates to the 1990 estimate levels. This has been done to comply with the City Council directive to achieve a "zero" tax rate increase for 1991. These service/program packages represent service level cuts to achieve a "zero" tax increase. The budget presentations to the Standing Committees will have included these service level cuts to ensure a zero tax increase.

Mr. Matthews advised that the Standing Committees' role will be to review the staffing implications of these levels of service and agree to these reductions or "add back" these levels with an understanding that the tax rate would be forced somewhere below zero. This would still comply with the City Council directive, however, the "add backs" would be limited to a projected rate of inflation for 1991, approximately 5.5%.

The service/program packages totalling six million dollars represents service level cuts that would involve permanent positions and thereby existing staff.

Mr. Matthews noted, however, that the six million dollar reduction does not include a final decision on any possible increase in the Unconditional Grants as well as the Regional hydrant charges.

Mr. Matthews suggested that at the next Finance and Administration Committee meeting to be held 1991 February 7, the Committee review and approve the City revenues and financial accounts. This review would not preclude the Standing Committee for addressing the revenues which they are responsible for.

Mr. Matthews proceeded to explain that following presentation to the Standing Committees, all service/program reduction packages be brought back for consideration of the Committee of the Whole. The Committee of the Whole would then have the option to agree to the service level reduction or "add back" the service/program package. He urged that there be a flow of consistency in the budget process through the Standing Committees.

In discussion, Alderman Agostino suggested that consideration be given to the possibility of utilizing some of the thirty million dollar reserve to off-set the service/program package reductions totalling six million dollars. Mr. Matthews noted that any staff reductions would result in a reduction of services currently being provided.

Alderman Cooke commented that utilization of reserve funds usually provides short term gain for long term pain.

Mr. Johnston explained that all staff implicated by the service/program reduction packages should be notified in an appropriate manner. He noted that the reduction packages involve 116 permanent positions, 39 of which are presently vacant. He stated that from a Human Resources perspective, the City will have to notify all employees effected by the reduction packages, and that this should be done prior to consideration of the budgets by the Standing Committees. The employees should be advised that their jobs are outside the 1991 maintenance budget and may be subject to layoff if City Council agree to the service level reductions.

Alderman Hinkley emphasized the need of developing a process and formula to protect the individual employees whose jobs are outside the maintenance budget.

Mr. Matthews agreed to develop a method and formula for the 1991 service/program reduction process for consideration by the Finance and Administration Committee.

The meeting then adjourned.

Taken as read and approved,

**ALDERMAN B. HINKLEY, CHAIRMAN
FINANCE & ADMINISTRATION COMMITTEE**

**John Thompson, Secretary
Finance and Administration**

Thursday, 1991 February 7
9:30 o'clock a.m.
Room 233, City Hall

The Finance and Administration Committee met.

There were present:

Alderman B. Hinkley, Chairman
Alderman D. Ross, Vice-Chairman
Mayor R. Morrow
Alderman T. Cooke
Alderman V. J. Agro
Alderman G. Copps
Alderman D. Agostino
Alderman T. Jackson
Alderman J. Gallagher

Also present:

Alderman M. Kiss
Alderman F. Lombardo
Alderman T. Murray
Mr. L. Sage, Chief Administrative Officer
Mr. E. C. Matthews, Treasurer
Mr. N. Adhya, Manager of Budgets
Mr. K. Beattie, Grants Co-ordinator
Mr. C. Kerr, Budget Analyst
Ms. P. Noé Johnson, City Solicitor
Mr. R. Sabo, Assistant City Solicitor
Mr. B. Loreto, Solicitor, Subdivisions & Real Estate
Mr. P. Hooker, Manager, Legal Services Division
Mr. A. Georgieff, Director of Local Planning
Mr. B. Janssen, Planning Department
Mr. J. Johnston, Commissioner of Human Resources
Mrs. D. Jones, Manager, Personnel Services
Mrs. R. Cowell, Project Manager, PEP Programme
Mr. D. Vyce, Director of Property
Mr. G. Macaluso, Managing Director/CEO, H.E.C.F.I.
Mr. T. Bradley, Manager of Purchasing
Mr. S. Dembe, Manager of Licensing
Mr. D. Carson, Executive Assistant to the Mayor
Mr. J. Thompson, Secretary

CONSENT AGENDA

A. MINUTES

The minutes of the Capital Budget meetings held 1991 January 16 and January 17, as well as the regular meeting of the Finance and Administration Committee held 1991 January 24, were received and adopted as circulated to the members.

B. MANAGER OF PURCHASING

(i) REPLACEMENT OF TWO (2) INTEGRAL WHEEL LOADERS, UNITS #9403, 9518, FLEET SERVICES

As outlined in a report of the Treasurer dated 1991 February 1, the Committee agreed to submit the following recommendation to City Council for approval:

That a purchase order be issued to Tenneco Canada Inc., d/b/a Case Power & Equipment, Grimsby, in the amount of \$86 891.20 for the replacement of Two (2) Integral Wheel Loaders Units #9403, 9518 for Fleet Services, being the lowest of four (4) tenders received, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from the Reserve for Replacement of Mobile Equipment Account No. CH5X503 00101.

(ii) **CONTRACTS FOR ARCHITECTURAL AND ENGINEERING SERVICES**

As outlined in a report of the Treasurer dated 1991 February 1, the Committee agreed to submit the following recommendation to City Council for approval:

- (a) That contracts be entered into satisfactory to the City Solicitor for full Architectural and Engineering Services in the design, contract documentation and administration of construction and/or renovations, as follows:
 - (i) John Mokrycke Architect Inc., Hamilton, for the new Track and Field House at Mohawk Sports Park in the amount of \$28 000.
 - (ii) Richard G. Butterworth Architect Inc., Hamilton, for the new Staff Facilities Building at Gage Park in the amount of \$31 000.
 - (iii) Igor Barta Architect Inc., Burlington, for renovations to the Upper Ottawa Street Public Works Building in the amount of \$26 000.
- (b) That the City Solicitor and the Manager of Purchasing be authorized and directed to prepare standard contract(s), where appropriate, for submission to the Finance and Administration Committee and City Council for approval.

C. **CITY CLERK**

(i) **BOYS & GIRLS CLUBS OF ONTARIO**

As outlined in a report of the City Clerk dated 1991 January 31, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That, consistent with previous years, the City of Hamilton purchase a quarter (1/4) page in the information booklet of the Boys & Girls Clubs of Ontario at a cost of \$225.
- (b) That this cost be financed from the City Clerk's Advertising Account No. CH56302 12001.

(ii) **ARTS AWARENESS MONTH**

As outlined in a report of the City Clerk dated 1991 February 4 the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Culture and Recreation Department to use the east and west sections of the second floor foyer at City Hall from 1991 April 29 to May 10, inclusive, for an Arts display during Arts Awareness Month.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iii) **HERITAGE DAY PROCLAMATION CEREMONY**

As outlined in a report of the City Clerk dated 1991 January 21, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Local Architectural Conservation Advisory Committee and Hamilton Historical Board to use the east end of the second floor, City Hall, from 1991 February 15-19 as a display area for Heritage Day.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iv) **HAMILTON STREET RAILWAY**

As outlined in a report of the City Clerk dated 1991 January 29, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Hamilton Street Railway to use the second floor lobby area and related equipment for the purpose of renewing annual transit passes from 9:00 a.m. to 4:00 p.m. on the following days:

March 14 and 15,
March 18, 19 and 20,
March 25, 26, 27, and 28

- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(v) **SELECT COMMITTEE ON CONFEDERATION IN ONTARIO**

As outlined in a report of the City Clerk dated 1991 February 4, the Committee agreed to submit the following recommendation to City Council for approval:

That permission be granted to the Broadcast and Recording Service of the Legislative Assembly to use the City Hall Council Chamber on Thursday, 1991 February 21 from 9:00 a.m. to 9:00 p.m. for the Select Committee on Confederation in Ontario to hold public meetings.

(vi) **FLYING OF LITHUANIAN FLAG**

As outlined in a report of the City Clerk dated 1991 February 1, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the Hamilton Lithuanian Canadian Community to fly the Lithuanian flag on 1991 February 16 and 17 to commemorate the independence of Lithuania be approved.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

D. HAMILTON CORPORATE CHALLENGE

As outlined in a report of Alderman Hinkley, dated 1991 January 31, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That, consistent with previous years, a grant in the amount of \$2 260 be made to the Hamilton Corporate Challenge to be used toward the cost of entering and sponsoring two teams of civic employees to take part in the Hamilton Corporate Challenge to be held at McMaster University 1991 June 9.
- (b) That this expenditure be financed from the Unclassified Account.

E. COMMISSIONER OF HUMAN RESOURCES

As outlined in a report of the Commissioner of Human Resources dated 1991 January 30, the Committee agreed to submit the following recommendation to City Council for approval:

That the Appointments To and Terminations from Permanent positions with the Corporation to January 29, 1990, attached hereto and marked Appendix "A", be approved.

F. TREASURER

The Committee received an Information Report from the Treasurer dated 1991 January 28, advising that the auditing firm for the City of Hamilton, previously known as "Pannell, Kerr, MacGillivray", will now be known as "MacGillivray Partners".

G. REGIONAL CLERK

The Committee received a memorandum from Mrs. Mary Gallagher, Legislative Assistant, Office of the Regional Clerk, dated 1991 January 28, recommending that Ms. Michelle Laforet be appointed to the Advisory Committee on Equitable Representation on Committees, Boards, and Commissions to represent the Advisory Committee for the Physically Disabled.

H. DIRECTOR OF PROPERTY

As outlined in a report of the Director of Property dated 1991 January 30, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That an Offer to Purchase executed by Iain Wilson Menzies Hendry and Elizabeth Alice Hendry on January 16, 1991 and scheduled for closing on or before March 22, 1991, for the purchase of the easterly 0.5 metre (1.67 feet) of Lot 35, Braeman Heights Survey Plan 1207, having a frontage along the northern limit of 354 Fennell Avenue West of 0.5 metre (1.67 feet), containing an area of 19.67 square metres (211.75 square feet), subject to an easement over the northerly four (4) feet in favour of the Bell Telephone Company of Canada, as described in Instrument Number 205587 H.L. for the sum of \$261., be approved and completed.
- (b) That the purchase price of \$261. is to be credited to Account Number CH4X501 00102 (Sale - Reserve for Property Purchases).

I. PERFORMANCE EXCELLENCE PROGRAMME

The Committee received an Information Report from Mr. L. Sage, Chief Administrative Officer, dated 1991 February 1, outlining the current status of the Performance Excellence Programme.

REGULAR AGENDA**1. CITY CLERK**

As outlined in a report of the City Clerk dated 1991 January 31, the Committee agreed to submit the following recommendation to City Council for approval, as amended:

That the Mayor and a maximum of two (2) Aldermen be authorized to attend the 54th Annual Conference of the Federation of Canadian Municipalities to be held in St. John's, Newfoundland, 1991 June 7-10.

The City Clerk's report was amended by authorizing a maximum of two Aldermen to attend instead of six due to extreme budget restraints. It was also felt that two Aldermen and the Mayor would be adequate for effective representation.

2. RESOLUTIONS REFERRED FROM CITY COUNCIL TO BE CONSIDERED FOR ENDORSEMENT

The Committee agreed to submit the following recommendation to City Council for approval:

That the following resolutions, which were referred to the Finance and Administration Committee by City Council for consideration and recommendation, be received:

(a) Mr. James W. Orme regarding Canadian Solidarity:

WHEREAS Canada is an independent Country. We have our own flag, National Anthem, Constitution and Canadian Charter of Rights and Freedoms;

WHEREAS the United Nations, of which Canada is a Charter member, has passed concise resolutions regarding the Gulf crisis;

WHEREAS Canada is at war, and it is not realistic that we will suddenly withdraw;

NOW THEREFORE BE IT RESOLVED that this Council encourages a sense of solidarity with our women and men in the Gulf by encouraging all Canadians to wear or display a Canadian Maple Leaf.

(b) Town of Tecumseh regarding the use of public funds in the promotion or performance of abortions:

WHEREAS the Provincial government plans to provide easier access to abortion by establishing freestanding abortion clinics and;

WHEREAS the government intends to speed up the licensing of freestanding abortion clinics, fully funding them and actively recruiting and training more doctors to provide abortion services;

WHEREAS the Council of the Municipal Corporation of the Town of Tecumseh has gone on record in its opposition to abortion;

THEREFORE be it resolved that the Council of the Town of Tecumseh herein register its strong opposition to any change in legislation which would allow the use of public funds in the promotion or performance of abortions.

AND THEREFORE be it resolved that the Town of Tecumseh circulate this resolution to all municipalities in the Province of Ontario, along with the Premier of Ontario and all the Members of Parliament for the Province of Ontario asking for support of this resolution.

(c) City of Windsor regarding the Canadian Broadcasting Corporation:

WHEREAS the Canadian Broadcasting Corporation television station in Windsor (CBET-TV9) is the only station located in the Windsor-Essex area, a region otherwise dominated by U.S. broadcast media, and the station therefore provides a vital and irreplaceable service for the population of the area; and

WHEREAS the loss of a complete local newscast and other local Canadian content deprives Windsor of a view of itself as a part of Canada; and

WHEREAS relying on the national and regional broadcasts emanating from Toronto, even if they carry some Windsor area items from time to time from a Windsor bureau, not only distorts the character of our region but of Canada generally;

THEREFORE BE IT RESOLVED that the Federal Government BE REQUESTED to take all necessary measures to preserve local CBC television by Federal Government cutbacks and by the decisions of CBC management; and further, a copy of this resolution BE CIRCULATED to all other cities in Ontario, the Association of Municipalities of Ontario, the Federation of Canadian Municipalities and local members of Parliament for support.

3. STRATEGIC PLAN TASK FORCE

As outlined in a report of the Secretary of the Strategic Plan Task Force, dated 1991 January 24, the Committee agreed to submit the following recommendation to City Council for approval:

That the Terms of Reference entitled Managing the Future: Strategic Directions for the City of Hamilton, attached hereto as Appendix "B", be approved.

It was noted that the Planning Department will absorb costs associated with providing staff resources.

Alderman Copps was recorded as opposed.

4. THE CITY OF HAMILTON ACT, S.O. 1985, C.P.R.23

The Committee had before it a report of H.E.C.F.I. dated 1991 January 23 recommending that City Council be requested to amend H.E.C.F.I.'s incorporating legislation as follows:

- (i) Article 9 be substituted for wording which removes any reference that requires the Board to "manage, supervise and conduct" the affairs of The Corporation, the intent being that there be a distinct separation between policy and administrative powers; and
- (ii) That the City Solicitor be requested to recommend new wording for Article 9; and
- (iii) Article 13 (1), (a), (b), 2, 3 and 4 be deleted and replaced with the following:
 - (1) The Board,
 - (a) May appoint Committees that it determines necessary to conduct the business of the Board; and
 - (b) Each Committee appointed shall be composed of not less than three members of the Board and shall perform such duties and undertake such responsibilities as the Board specifies and shall report to the Board.

In a division of the question, the Committee agreed to submit Items (i) and (ii) above to City Council for approval.

Considerable discussion ensued on Item (iii) dealing with the replacement of Article 13 of H.E.C.F.I.'s incorporating legislation.

In a cursory overview, Alderman Gallagher advised that the above recommendations were unanimously and enthusiastically endorsed by the H.E.C.F.I. Board of Directors. He submitted that the proposed amendments to H.E.C.F.I.'s incorporating legislation will establish the Board of Directors as a policy making body and will eliminate conflicts in managing the day to day operation of H.E.C.F.I.

Alderman Cooke questioned whether discussions took place with representatives of the arts community regarding the replacement of Article 13 in H.E.C.F.I.'s incorporating legislation. In response, Alderman Gallagher advised that the arts community were consulted with respect to the proposed changes to H.E.C.F.I.'s incorporating legislation. He also stated that representatives of the arts community participated in the Hamilton Place Task Force created by the H.E.C.F.I. Board of Directors to review the history and mandate of the Hamilton Place Theatre. Membership of the Task Force included a broad representation of users in the arts community.

Mr. Gabe Macaluso, CEO, H.E.C.F.I., advised that the arts community is not happy with the present committee structure for the management and operation of Hamilton Place.

Alderman Hinkley emphasized that City Council will determine how H.E.C.F.I. is structured and managed, and that it must be satisfied with the incorporating legislation for the management supervision and operation of H.E.C.F.I.

Following considerable discussion, it was moved by Alderman Cooke, seconded by Alderman Copps, that the recommendation of the Board of Directors of H.E.C.F.I. to amend Article 13, be tabled in order for the Finance and Administration Committee to receive and solicit input and comments on the proposed legislative changes from the arts community as well as representatives of the Hamilton Place Task Force and the Board of Directors of H.E.C.F.I.

The tabling motion was lost on a tie vote.

The main motion under discussion respecting an amendment to Article 13 of H.E.C.F.I.'s incorporating legislation was also lost on a tie vote. Consequently, the recommendation of the H.E.C.F.I. Board of Directors on Article 13 will, in accordance with present policy, now be submitted to City Council for consideration and disposition.

5. **H.E.C.F.I. - REPORTING RELATIONSHIP TO COUNCIL**

The Committee discussed and received a report of Alderman Agostino dated 1990 November 22 regarding H.E.C.F.I. and the reporting relationship to Council.

6. **INVESTIGATE ROLE OF MINISTER OF TRANSPORT INTO SELECTION OF CHAIRMAN OF THE HAMILTON HARBOUR COMMISSIONERS**

As outlined in a letter from Alderman Agostino dated 1991 January 13, the Committee agreed to submit the following recommendation to City Council for approval:

That the Right Honourable Prime Minister B. Mulroney be asked to investigate the role of the Minister of Transport into the selection of the Chairman of the Hamilton Harbour Commission and to investigate whether there has been any direct or indirect interference by the Minister or his staff to the process of selection of a Chairman.

Mr. Duncan Beattie, the City's appointee to the Hamilton Harbour Commissioners, was in attendance to discuss recent developments at the Hamilton Harbour.

In his opening comments he thanked the Committee and City Council for their vote of confidence. He said that he would like to outline the future plans of the Hamilton Harbour Commissioners at a later meeting of the Finance and Administration Committee.

Mr. Beattie proceeded to give a brief overview on the history of the recent selection of the Chairman of the Hamilton Harbour Commissioners. He stated that a letter should be sent to the Federal Government indicating Council's displeasure in the manner in which the Chairman was selected.

7. **BY-LAW RESPECTING BILL POSTERS AND BILL DISTRIBUTORS**

The Committee had before it a report of the Secretary of the Handbill Sub-Committee dated 1991 February 4 containing the following recommendation:

- (a) That the attached final Draft By-law to replace Schedule 19, to Licensing By-law 79-323 Respecting Bill Posters and Bill Distributors, be enacted by City Council.
- (b) That, upon enactment of the attached By-law, a letter be forwarded to Canada Post Corporation ("Canada Post") requesting voluntary compliance with the provisions of the By-law in the delivery of advertising flyers and handbills.
- (c) That the Honourable Harvie Andre, Minister responsible for Canada Post Corporation, be requested to amend the Canada Post Corporation Act, Revised Statutes of Canada 1985, Chapter C10, to require compliance with Municipal By-laws regulating the distribution of flyers and advertising material.

Following a brief overview on the history of the Handbill issue by Alderman Hinkley, the Committee agreed to refer the Draft by-law to a public meeting for input and comment.

8. 1991 EXPENDITURE ESTIMATES

The Committee proceeded to review the 1991 Expenditure Estimates of "Other Budgets" that fall under the jurisdiction of the Finance and Administration Committee.

Following consideration, the Committee approved the following budgets for referral to the Committee of the Whole:

Description	1991 Original Estimate	Committee Adjustment Increase (Decrease)	1991 Resultant Appropriation
Race Relations Committee	\$ 12 500	nil	\$ 12 500
H.S.P.C.A. -Purchase of Services	\$835 890	(\$ 5 000)	\$830 890
-Nuisance Wildlife Program	\$ 30 000	(\$10 000)	\$ 20 000
Total H.S.P.C.A. Services	\$865 890	(\$15 000)	\$850 890

Recorded vote on H.S.P.C.A. Service reductions: In favour: Mayor Morrow, Aldermen Cooke, Agro, Agostino, Jackson. Opposed: Aldermen Hinkley, Copps, Gallagher.

Mundialization Committee	\$ 7 790	nil	\$ 7 790
Status of Women	\$ 10 450	\$ 500	\$ 10 950

Note: Alderman Copps and Gallagher recorded as opposed to the addition of \$500.

Promotion & Public Relations	\$201 000	(\$ 40 000)	\$161 000
Civic Awards, Receptions, Delegation Hostings	\$ 89 210	nil	\$ 89 210

In approving the 1991 Appropriation for Civic Pins, Medals and Rings in the amount of \$15 000, the Committee requested that staff canvass other municipalities to determine their method for recognizing athletic achievements.

Grants	\$600 000	nil	\$600 000
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9. REGIONAL HYDRANT CHARGE

The matter dealing with the Hydrant Charge billed by the Region to the City of Hamilton was deferred to the next meeting at the request of the Treasurer.

10. DESIGNATION OF 1991 LABATT BRIER EVENT AS HAVING
MUNICIPAL/NATIONAL SIGNIFICANCE

As outlined in a report of the City Clerk dated 1991 February 6, the Committee agreed to submit the following recommendation to City Council for approval:

That in accordance with Section 26 of Regulation 546/90 of the Liquor Licence Act of Ontario, the Council of the Corporation of the City of Hamilton deems the 1991 Labatt Brier to be held 1991 March 3-10 to be an event of municipal/national significance, and that the Liquor Licence Board be advised accordingly.

11. 1991 ONTARIO FEDERATION OF SYMPHONY ORCHESTRAS FESTIVAL
IN HAMILTON - FEBRUARY 21-24, 1991

The Committee was in receipt of a report of Mayor R. Morrow dated 1991 January 24 recommending that the City of Hamilton host a luncheon at McMaster University for the Ontario Federation of Symphony Orchestra which will be celebrating its Fifth Biennial Youth Orchestra Festival in Hamilton in February 1991 at a cost not to exceed \$2 700.

Following consideration, the Committee agreed to submit the following recommendation to City Council for approval:

That a grant in the amount of \$1 400 be approved to assist in hosting a luncheon for approximately 350 students who will be participating in the 1991 Ontario Federation of Symphony Orchestras Festival to be held in the City of Hamilton 1991 February 21-24, and that this expenditure be financed from Special Civic Receptions and Delegation Hosting Account CH55314 84010.

12. IN-CAMERA AGENDA

The Committee retired to meet in-camera to discuss and consult with the Commissioner of Human Resources on the status of union negotiations with Local 5.

The Committee recessed for lunch and reconvened at 2:00 o'clock p.m. to sit as the Court of Revision.

The meeting then adjourned.

Taken as read and approved,

**ALDERMAN B. HINKLEY, CHAIRMAN
FINANCE & ADMINISTRATION COMMITTEE**

**John Thompson, Secretary
Finance and Administration**

B(i)

CITY OF HAMILTON

- RECOMMENDATION -

FEB 12 1991

DATE: 1991 February 12

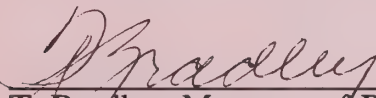
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. T. Bradley
Manager of Purchasing

SUBJECT: SUPPLY AND DELIVERY OF ELECTRIC LIGHT
BULBS, PURCHASING STORES DURING 1991

RECOMMENDATION:

That a purchase order be issued to Gerrie Electric, Burlington, in the amount of \$68 766.61, plus 8% PST and 7% GST, being the lowest of ten (10) tenders received, for the supply and delivery of Electric Light Bulbs to Purchasing Stores as and when required during 1991, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from various Stock Inventory Accounts.



T. Bradley, Manager of Purchasing

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

BACKGROUND:

Ten (10) bids were received for the 200 types of light bulbs included in the tender. The next lowest bid was from Union Electric at \$80 663.08 plus 8% PST and 7% GST.

B (ii)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 12 1991

DATE: 1991 February 12

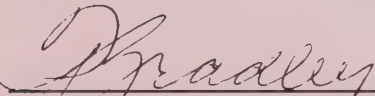
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. T. Bradley
Manager of Purchasing

SUBJECT: SUPPLY AND DELIVERY OF SAFETY
EQUIPMENT, PURCHASING STORES DURING
1991

RECOMMENDATION:

That a purchase order be issued to Lawlor & Co., Hamilton, in the amount of \$56 524.83, plus 8% PST and 7% GST, being the lowest of thirteen (13) tenders received, for the supply and delivery of Safety Equipment to Purchasing Stores as and when required during 1991, in accordance with specifications issued by the Manager of Purchasing and Vendor 's tender, and that this expenditure be financed from various Stock Inventory Accounts.



T. Bradley, Manager of Purchasing

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

BACKGROUND:

Thirteen (13) bids were received for the 61 types of safety equipment included in the tender. The next lowest bid was \$63 320.59 plus 8% PST and 7% GST.

C.

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 February 12

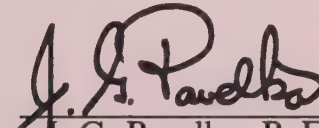
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

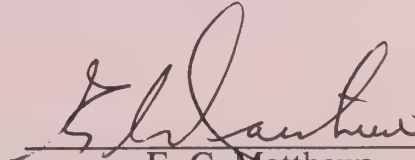
FROM: Mr. J. G. Pavelka, P.Eng.
Director of Public Works

SUBJECT: *Request for Additional Repair to Fire Department Pumpers # 4
& # 7*

RECOMMENDATION:

- (a) *That additional repairs to the Truck Frame, Water Tank and Truck Cab Torsional Spring Hinge to Fire Department Pumper # 4 in the additional amount of \$ 1537.00 be approved.*
- (b) *That additional repairs to Truck Frame, Pump House Structure, Truck Cab and Water Tank to Fire Department Pumper # 7 in the additional amount of \$ 6623.30 be approved.*
- (c) *That this expenditure be charged to Account No. CH 5X522 00103 Reserve for Major Vehicle Repairs.*
- (d) *That the total repair cost of \$ 55,536.00 to Fire Department Pumper # 4 (including \$ 53,999.00 for the original approved repair expenditure) be added to the original cost (being \$ 109,588.00) of the Pumper # 4 (Vehicle No. 1661) for depreciation purposes.*
- (e) *That the total repair cost of \$ 60,622.30 to Fire Department Pumper # 7 (including \$ 53,999.00 for the original approved repair expenditure) be added to the original cost (being \$ 109, 588.00) of the Pumper # 7 (Vehicle No. 1660) for depreciation purposes.*


J. G. Pavelka P. Eng.
Director of Public Works


E. C. Matthews
Treasurer

Mr. J. D. Thompson

Secretary, Finance and Administration Committee - Page 2

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

As above

BACKGROUND:

The repairs based on the original estimates were awarded to Contran Manufacturing, London Ont., in the amount of \$ 107,998.00 for body restoration on two Triple Combination Pumpers.

During the repair process, after the removal of body panels it was found that the complete body structures and water tanks plus parts of the cabs had deteriorated due to rusting. This could not be found until the body panels had been removed during repairs.

As the repairs were in process at Contran Manufacturing London Ont., and after viewing the rusted and deteriorated conditions the most economical repairs at this time would be to replace the complete pumper body frame assembly, repair the existing truck frame and repair the pump water storage tanks to complete the life cycle of these two pumpers.

As some of the repairs have been completed it would be economically practical to replace the pumper body frame, repair the truck frame and repair the existing water storage tanks for a total additional cost of \$ 8,160.30 to the original approved repair expenditure for the two pumpers. The total cost to repair pumper # 4 would then be \$ 55,536.00 and to repair pumper # 7 \$ 60,622.30. It should however, be noted that without the completion of the repairs the two Fire Department vehicles would require replacement, as it would be considered unsafe due to deterioration of the body and supports due to rusting. Replacement cost for each vehicle would be approximately \$ 225,000.00.

c.c. Mr. G. Kerr Manager Fleet Services

Mr. G. Baker Fire Chief

Mr. N. McFadyen Assistant Deputy Chief

D(i)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 06 1991

DATE: 1991 February 5

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

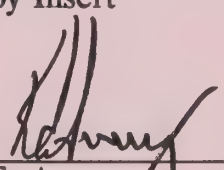
FROM: Mr. K. E. Avery
City Clerk

SUBJECT: CIVIC AWARDS - HAMILTON AMATEUR
WRESTLING CLUB

RECOMMENDATION:

That the following civic awards be presented to the following members of the Hamilton Amateur Wrestling Club for previously awarded civic gold rings:

Greg Woodcroft	-	Diamond and Ruby Insert
Callum McNeil	-	Diamond Insert
Joe Mair	-	Diamond and Ruby Insert
Larry Holmes	-	Diamond and Ruby Insert
Mirahmad Qurizadan	-	Diamond Insert
Nick Cipriano (Coach)	-	Diamond and Ruby Insert



K. E. Avery
City Clerk

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Approximately \$670.00 to be financed from Account No. CH 56126 84010.

BACKGROUND:

National wins in Montreal, Edmonton and Mt. Allison entitle these wrestlers to the aforementioned civic awards. Confirmation of these wins has been received by the president of the Hamilton Amateur Wrestling Club.

D(ii)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 11 1991

DATE: 1991 February 8

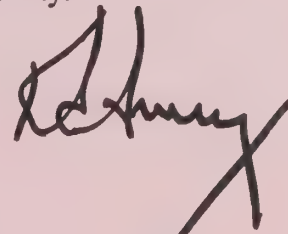
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Canadian Polish Congress - Constitution Celebration

RECOMMENDATION:

1. That permission be granted to the Canadian Polish Congress to use the Council Chamber and related equipment on 1991 Saturday May 04 from 10:30 a.m. until approximately 1:00 p.m. for their 200th Anniversary of the Polish Constitution Ceremony.
2. That the request of the Canadian Polish Congress to fly the Polish National flag at City Hall on 1991 May 03 in recognition of Polish Week in Hamilton be approved.
3. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in Account CH55222-10034 - Use of City Hall by Outside Groups for staff overtime associated with this event.

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File

D(iii)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 11 1991

DATE: 1991 February 8

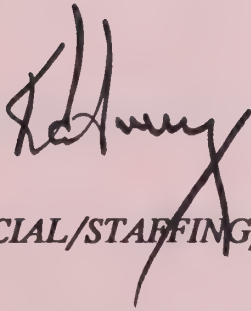
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Flying of St. John Ambulance Flag

RECOMMENDATION:

1. That the request of the St. John Ambulance to fly the St. John Ambulance flag at City Hall from 1991 May 26 to June 02 in recognition of St. John Ambulance Week in Hamilton, be approved.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

D(iv)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 12 1991

DATE: 1991 February 12

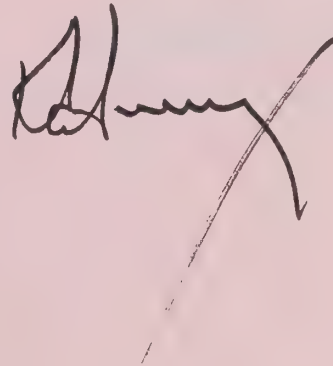
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Flying of Estonian Flag

RECOMMENDATION:

1. That the request of the Hamilton Estonian Society to fly the Estonian flag at City Hall on 1991 February 22, 23 and 24 in recognition of Estonian Independence Day be approved.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

A handwritten signature in dark ink, appearing to be 'K. E. Avery', with a long, sweeping horizontal stroke extending to the right.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

D(v)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 4


REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Flying of Canadian Red Cross Society Flag

RECOMMENDATION:

1. That the request of the Canadian Red Cross Society to fly the Red Cross Society flag at City Hall for the month of March, 1991 in recognition of Red Cross Month be approved.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.


for K.E. Avery.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

D(vi)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 18

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Flying of Croatian National Flag

RECOMMENDATION:

1. That the request of the United Croats of Canada to fly the Croatian flag at City Hall during the period of 1991 April 5 - 9 in recognition of the anniversary of Croatian independence be granted.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 5

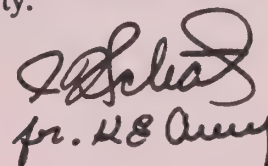
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Max Rotman Humanitarian Award Ceremony

RECOMMENDATION:

1. That permission be granted to the Hamilton Jewish Community Centre to use the Council Chamber on 1991 Sunday, April 21 at 7:30 p.m. for the Annual Max Rotman Humanitarian Awards Ceremony.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.


for. H. E. Avery

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in Account CH55222-10034 - Use of City Hall by Outside Groups for staff overtime associated with this event.

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File

D (viii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 4

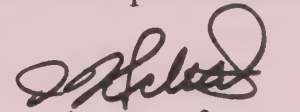
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Communita Racalmutese Maria SS Del Monte

RECOMMENDATION:

1. That permission be granted to the Communita Racalmutese Maria SS Del Monte to use the City Hall forecourt from approximately 2:00 p.m. to 6:00 p.m. on Sunday, 1991 June 09 for a reviewing stand during the Racalmutese Religious Festival.
2. That the Manager of the Property Maintenance Division be authorized and directed to arrange for the erection of a reviewing stand and all other pertinencies on Sunday, 1991 June 09 for this Festival.


for K. E. Avery

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The cost of providing this service in the amount of approximately \$800.00 is available in Account No. CH55222-10034 - Use of City Facilities and Equipment by Outside Groups.

cc: Mayor's Office

Mr. R. Swan, Manager, Property Maintenance Division

Mrs. R. Morrison, City Clerk's Office

Information Desk

File

D(i x)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 12 1991

DATE: 1991 February 12

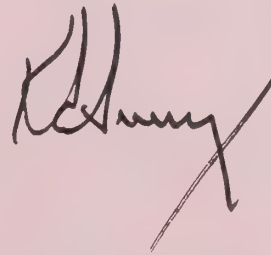
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Support Our Troops Rally Campaign

RECOMMENDATION:

1. That permission be granted to the Support Our Troops Rally Campaign organizers to use the City Hall forecourt and related equipment on Sunday, 1991 February 24 from 1:00 p.m. to 3:00 p.m. for a Support Our Troops Rally.
2. That in the event of inclement weather, permission be granted to the Support Our Troops Rally Campaign organizers to use the Council Chamber and related equipment on Sunday, 1991 February 24 from 1:00 p.m. to 3:00 p.m. for their Rally.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in Property Maintenance Account CH 55222-10034 - Use of City Hall By Outside Groups for staff overtime associated with this event.

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File

D(x)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 18

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Spicer Commission - Use of City Hall Meeting Rooms

RECOMMENDATION:

1. That the request of Lewis Brown Scarfone Hawkins for the use of City Hall meeting rooms for the Spicer Commission Citizens' Forum on the following dates be granted:

Wednesday, 1991 February 27, 7:30 - 10:00 p.m. - Room 233

Wednesday, 1991 March 06, 7:30 - 10:00 p.m. - Room 219



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Information Desk

File

E.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 5

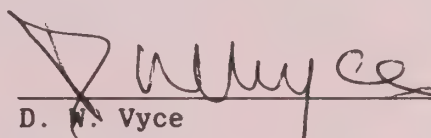
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Temporary Use of Pedestrian Bridge Across
King Street West - Cari-Can Festival

RECOMMENDATION:

- a) That the Cari-Can Festival Organization (Mirdza Jaunzemis 1991 Festival Co-ordinator) be granted approval to use the pedestrian bridge over King Street West between the Convention Centre and the Sheraton Hotel on August 17, 1991 between the hours of 12:00 noon and 3:00 p.m. for the purpose of accommodating officials who will be judging the parade which will travel westerly along King Street West.
- b) That the Director of Property be granted the authority to approve of a similar use in future years.



D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N/A

BACKGROUND:

I attach hereto a copy of a letter dated January 28, 1991 from Mirdza Jaunzemis, Cari-Can Festival Co-ordinator. You will note the writer asks for permission of the Festival Organizers to use the bridge between the hours of 12:00 p.m. to 3:00 p.m. on August 17, 1991 to accommodate the judges of the Festival Parade, a procession in which will travel along King Street West. A use of the bridge as requested has occurred in the past.

1 February 1991
Finance & Administration Committee
Page 2

In recommending that approval be granted, we are providing notice to the abutting users of land, the Convention Centre and the Sheraton Hotel, in order that they may be aware of the intended use of the bridge for a few hours on August 17, 1991.

Furthermore, we believe it reasonable to consider this as an annual request and subject to the Festival organizers notifying our department in advance, we are prepared to recommend that Council authorize staff to grant approval in the future as long as it does not interfere with any other previously planned activity.

c.c. The Hamilton Entertainment
& Convention Facilities Inc.
Attention: Mr. S. Dockman
Operations Manager
Hamilton Convention Centre

(80.3.442 - 2719)



January 28, 1991

The Director,
Culture and Recreation,
Hamilton City Hall,
71 Main Street West,
Hamilton, Ontario.
L8N 3T4

Attention: Mr. Robert Sugden

Re: Cari-Can Festival August 16-18, 1991

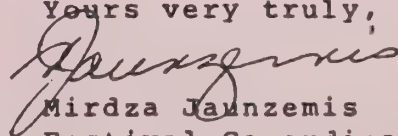
Dear Sir:

Pursuant to a resolution passed by the Cari-Can Festival committee at a meeting on January 12, 1991, we hereby request the following:

1. That Dundurn Park and the Pavillion be reserved and held free for the exclusive use of the Cari-Can Festival for the subject weekend. The pavillion will be used to showcase the multicultural mosaic of Hamilton in the form of ethnic entertainment and a Beer Garden.
2. That permission be granted for the use of the pedestrian bridge over King Street between the Sheraton Hotel and the Convention Centre for the official judges throughout the parade, August 17 between the hours of 12 p.m. and 3 p.m. They will be seated facing the east window; thus, we would appreciate provision of some small tables and chairs for their convenience.
3. That permission be granted to place large signs advertising the Cari-Can Festival in "prelocate" areas already established throughout the city, no later than July 1, 1991.

We trust that we can be accommodated with the requests contained herein. We value and look forward to your continued support of, involvement and co-operation with respect to this festival.

Yours very truly,


Mirdza Janzemis
Festival Co-ordinator

... p.2

page 2

c.c.: 1. His Worship the Mayor

2. The Chairman, Parks and Recreation Committee
Alderman Tom Murray

3. The Chairman, Finance and Administration
Alderman Brian Hinkley

4. The Secretary, Finance and Administration Committee
Mr. John Thompson

JAN 29 1991

5. The City Clerk
Mr. K.E. Avery

F(i)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 15

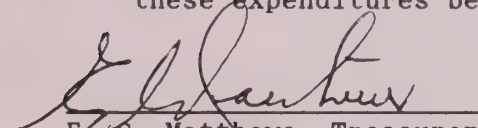
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: INTERIM FINANCING - FEASIBILITY STUDY HUNTINGTON
PARK RECREATION CENTRE

RECOMMENDATION:

- a) that an amount of \$30,000 be allocated temporarily from the Reserve for Capital Projects for preparation of a Feasibility Study to recommend the future development of Huntington Park Recreation Centre, and
- b) that upon receipt of the Ontario Municipal Board approval for this project, these expenditures be transferred to the appropriate capital account.


E. C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

- The funds will be returned to the Reserve for Capital Projects upon receipt of the approval of the O.M.B. for this project.

BACKGROUND:

The Parks and Recreation Committee will be considering this item at their meeting of February 19 and have requested the Finance and Administration Committee to recommend the method of temporary financing.

This amount is required to fund the consultant's study which will provide documentation in support of the application to the O.M.B.

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 February 11

REPORT TO: Ms. C.J. Coutts, Acting Secretary
Parks and Recreation Committee

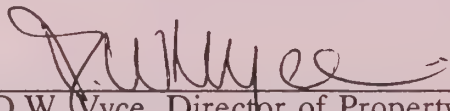
FROM: Mr. D.W. Vyce
Director of Property

Mr. R. Sugden
Director of Culture & Recreation


SUBJECT: Huntington Park Recreation Centre

RECOMMENDATION:

- (a) That approval be given to the Property Department to expend up to \$30,000.00 for a Consultant to prepare a Feasibility Study to recommend the future development of Huntington Park Recreation Centre and other miscellaneous costs related to the project's feasibility stage.
- (b) That the Finance & Administration Committee be requested to recommend the method of temporary financing the total funding of thirty thousand dollars (\$30,000.00) pending receipt of Ontario Municipal Board approval.



D.W. Vyce, Director of Property



Robert Sugden, Director of Culture and Recreation

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N.A.

BACKGROUND:

The City Council at its meeting held on 1991 January 29 approved the Capital Project at an estimated cost of \$3,200,000.00.

The Consultants Feasibility Study will provide the support documentation in our application to the O.M.B.

F(ii)

FOR ACTION

REPORT TO: Mr. J.D. Thompson
Secretary, Finance and
Administration Committee

FROM: Mr. T.A. Bradbury
Supervisor of Taxation

DATE: 1991 February 6
COMM FILE:

DEPT FILE: 10ST-TX00

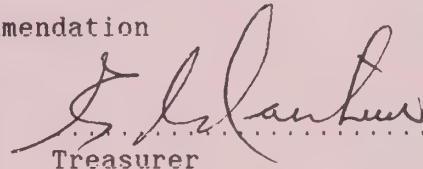
SUBJECT: TAX APPLICATIONS PROCESSED UNDER SECTION 496 (a) OF THE MUNICIPAL ACT IN ACCORDANCE WITH BILL 59 (MUNICIPAL ACT AMENDMENT) CHAPTER 31 STATUTES OF ONTARIO, 1988.

RECOMMENDATION:

That realty and business tax applications processed under Section 496(a) of The Municipal Act in accordance with Bill 59 (Municipal Act Amendment) Chapter 31 Statutes of Ontario, 1988 in the amount of \$16,111.47 be approved and charged to CH53307-24104 Tax Remissions.

FINANCIAL IMPLICATIONS: (IF NONE, STATE N/A)

See above recommendation


.....
Treasurer

BACKGROUND:

On June 8, 1988 Section 15 of Bill 59 received Royal Assent. This section provides for the Municipality a means whereby **Municipal Councils may approve tax refunds due to clerical errors in the Assessment Roll.** The period for application is limited to two years preceding the date of application.

Such applications are only valid and therefore may only be heard and approved by Council providing that certain prior conditions are met; most importantly that **all applications must be confirmed and approved by the Regional Assessment Commissioner.**

As much as the Regional Assessment Commissioner has confirmed and approved these appeals, it is felt that the above recommendation is justified.

City of Hamilton
Treasury

"496(a)" APPLICATIONS

A - Out of Business	E - Overcharged (Clerical Error)
B - Reduced Space	F - Undercharged (Clerical Error)
C - Fire, Demolition, Otherwise	G - Tax Exempt
D - Mill Rate Conversion	

<u>Application Number</u> (1)	<u>Roll Number</u> (2)	<u>Appeal Year</u> (3)	<u>Reason for Appeal</u> (4)	<u>Tax Cancellation</u> (5)
<u>REALTY</u>				
10136	040-2825-7630	1988	C	25.14
10137	040-2825-7630	1989	C	27.22
10143	030-2250-0550	1989	G	210.32
10145	020-1225-0940	1989	D	57.15
10146	040-2920-0430	1989	E	57.69
10147	040-2920-0430	1988	E	53.26
10149	030-2330-6050	1989	D	3987.79
10151	010-0550-2200	1989	D	764.94
10153	040-2845-7980	1989	C	.00
10154	040-2845-7980	1988	C	.00
10155	081-0630-4504	1988	E	.00
10156	081-0630-4504	1989	E	.00
10157	081-0630-4500	1989	E	475.09
10158	081-0630-4500	1988	E	367.75
10162	010-1050-6080	1989	D	221.74
10162-A	010-1050-6080	1989	D	1095.59
10163	010-1050-6080	1988	D	4488.24
10164	030-2360-8040	1989	E	664.35
10165	030-2360-8040	1988	E	613.43
10166	020-1810-7030	1989	C	.00
10167	020-1810-7030	1988	C	.00
10168	050-4150-6000	1988	C	162.18
10169	050-4150-6000	1989	C	175.65
10176	040-2830-2390	1988	C	28.43
10177	040-2830-2390	1989	C	30.79
10178	020-1710-8390	1989	D	1255.14
10179	020-1710-8390	1988	D	1158.93
		TOTAL REALTY		15,920.82
<u>BUSINESS</u>				
10144	020-1225-0940	1989	B	190.65
		TOTAL ADJUSTMENTS		16,111.47

1991 January 31
DJW/ab

URBAN/MUNICIPAL

CAY ON HBLA05
C51F31 1991



URBAN MUNICIPAL

K.E. A
CITY CLERK

J.J. SCHATZ
DEPUTY CITY CLERK

GOVERNMENT DOCUMENTS

CITY HALL
HAMILTON, ONTARIO
L8N 3T4

TEL: 546-2700
FAX: 546-2095

THE CORPORATION OF THE CITY OF HAMILTON
OFFICE OF THE CITY CLERK

NOTICE OF MEETING

FINANCE AND ADMINISTRATION COMMITTEE

Thursday, 1991 March 7

9:30 o'clock a.m.

Room 233, City Hall


John Thompson
Secretary

AGENDA

9:30
a.m.

1. **CONSENT AGENDA**
2. **MANAGER OF PURCHASING**
 - (a) Purchase of Standard and/or Recycled Paper During 1991, Clerk's Department
 - (b) Recycling Service, City Hall and Various City Buildings
3. **CITY CLERK**
 - (a) Citizen Appointment to Hamilton Harbour Commission
 - (b) Draft By-law to Regulate Smoking in Public Places
4. **HAMILTON FARMERS' MARKET SUB-COMMITTEE**

Unauthorized Encroachment - Hamilton Farmers' Market

5. **LICENSING COMMITTEE**

Municipal Law Enforcement Officers' Association Conference

6. **DIRECTOR OF INFORMATION SYSTEMS**

Region and City of Hamilton Staff Environmental Initiatives (Staff Enviro Team) - Terms of Reference and Reporting Structure

10:00
a.m.

7. **DONATION OF PAINTING TO CITY OF HAMILTON**

Ms. Candace Jerranne Malott

8. **H.E.C.F.I. BOARD OF DIRECTORS**

(a) 1990-1994 Capital Budget Programme: Copps Coliseum

Note: Recommendation of the Treasurer for Funding of Cost Estimate Revision of Capital Projects for Copps Coliseum is attached

(b) H.E.C.F.I. Comprehensive Audit

9. **THE PARKING AUTHORITY OF THE CITY OF HAMILTON**

Shortfall in Funding for Improvements to Municipal Carpark Bounded by Queen, Hess, Peter and Napier Streets

Note: Recommendation of the Treasurer for Funding of \$37,248.89 Additional Requirement for Municipal Carpark #67 is attached

10. **DIRECTOR OF PROPERTY**

Proposal Call for Use of West Avenue School

11:00
a.m.

BREAK

11:05
a.m.

11. **PUBLIC MEETING**

By-law Respecting Bill Posters and Bill Distributors

12. **ALDERMAN D. AGOSTINO**

Resolution re Closing of Italian Vice Consulate Office (No Copy)

13. **IN-CAMERA AGENDA**

14. **OTHER BUSINESS**

12:30
p.m.

LUNCH - will be provided

2:00
p.m.

15. **CITIZEN INTERVIEWS FOR APPOINTMENT TO THE
FOLLOWING SUB-COMMITTEES**

(a) Advisory Committee on Equitable Representation on
Committees, Boards and Commissions

(b) English Language Sub-Committee

16. **ADJOURNMENT**

2(a)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 1

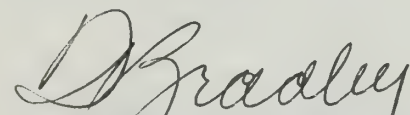
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. T. Bradley
Manager of Purchasing

SUBJECT: PURCHASE OF STANDARD AND/OR RECYCLED
PAPER DURING 1991, CLERK 'S DEPARTMENT

RECOMMENDATION:

That a purchase order, not to exceed \$86 452.28, including GST and PST, be issued to Buntin Gillies, Hamilton, being the lowest acceptable of two (2) tenders received, for the supply and delivery of paper as and when required during 1991 by the Clerk 's Department, in accordance with specifications issued by the Manager of Purchasing and Vendor 's tender, and that this expenditure be financed from the Office and Stationery Account No. CH56001 12020.



T. Bradley, Manager of Purchasing

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:
N/A

BACKGROUND: Tender Analysis

	<u>Standard Paper</u>	<u>Recycled Paper</u>
Buntin Gillies, Hamilton	\$75 693.63	\$86 452.28
Barber Ellis, London *	No Bid	78 265.15

All taxes included. * Does not meet specifications

This order is for approximately 10,300,000 sheets of paper and coverstock which will be used in the Printing Department for City Hall. There are an additional 5,000,000 sheets of paper being ordered, costing approximately \$35 000, for various City Departments.

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

SUBJECT: PURCHASE OF STANDARD AND/OR RECYCLED
PAPER DURING 1991, CLERK 'S DEPARTMENT

Page 2

BACKGROUND: Cont 'd.

Guideline ECP-08-89 of the Department of the Environment states that recycled paper must be composed of at least 50% post-commercial waste and 5% post-consumer waste to qualify for the Environmental Choice Ecologo.

Buntin Gillies submitted a bid on paper containing 50% post-commercial waste and 10% post-consumer waste.

Barber Ellis submitted a bid on most papers containing 45% post-commercial waste and 5% post-consumer waste, however, on our xerographic paper the post-commercial waste content was 13% and the post-consumer waste content was 0%.

The recycled paper is 11.68% higher than the cost of standard paper.

2 (b)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 1

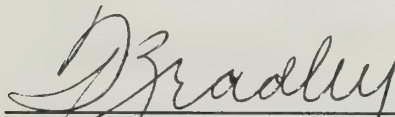
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. T. Bradley
Manager of Purchasing

SUBJECT: RECYCLING SERVICE, CITY HALL AND
VARIOUS CITY BUILDINGS

RECOMMENDATION:

- a) That paper and newspaper recycling services for Civic Buildings be acquired from ISC Paper Recycling of Canada, Toronto, for 1991 being the only complete proposal of three received.
- b) That funding in the amount of \$7 500 be provided from unclassified expenditures for the provision of recycling containers and other recycling services for City Hall.
- c) That any proceeds from the sale of recyclable computer paper be credited to unclassified expenditures.



T. Bradley, Manager of Purchasing

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

One-time funds to be used from the unclassified expenditure for the costs on the recycling containers.

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

SUBJECT: RECYCLING SERVICE, CITY HALL AND VARIOUS CITY
BUILDINGS

Page 2

BACKGROUND:

The tender was called as a co-operative tender to allow other Municipalities and Agencies to participate in this programme under the same terms and conditions. ISC Paper Recycling of Canada, Toronto, submitted the only bid received.

ISC must properly co-ordinate all activities within City Hall, with a Department or person designated to oversee the programme. ISC shall collect the source separated recyclable materials at designated locations on each floor, and after preparation of the collected materials ensure delivery to the recyclers.

ISC is responsible for providing the City designee with monthly reports indicating the types of paper removed and its weight/volume per respective recycling stream. ISC must provide the City designee with details of agreements made with recyclers that have agreed to recycle materials removed.

The initial cost of \$5 916.30 includes the following:

- 449 Desk side containers for recyclable paper*
- 25 Litter barrels for recyclable paper*
- 7 Litter barrels for newspaper*

The added amount of \$1 583.70 will provide for additional containers and services as may be required in 1991.

c.c. Mr. E. C. Matthews, Treasurer
Mr. D. Vyce, Director of Property

3(a)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 28

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: CITIZEN APPOINTMENT TO HAMILTON
HARBOUR COMMISSION

RECOMMENDATION:

That the Finance and Administration Committee take the appropriate action to fill the citizen member vacancy on the Hamilton Harbour Commission.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

BACKGROUND:

The City's representation on the Hamilton Harbour Commission, Mr. Duncan Beattie, was appointed to the Hamilton Harbour Commission for a term to expire 1991 April 15.

The Act respecting the Harbour of Hamilton states that the Commissioner appointed by City Council shall hold office for three years, subject to removal, and until his successor is appointed, and shall be eligible for re-appointment. The Act also clearly states that no member of Council shall be eligible to be a Commissioner.

Attached are letters of application for citizen appointment to the Hamilton Harbour Commission.

Attached

HAMILTON HARBOUR COMMISSION

**1 To Be Appointed
(for a three year term)**

COMPOSITION	MEMBER WHOSE TERM OF OFFICE EXPIRES	TERM OF OFFICE
1 Member Appointed by City Council. 2 Members appointed by Governor In Council	Duncan Beattie	1991 April 15

APPLICANTS:

- a) Walter Adams, 63 Glengrove Avenue, Hamilton, L8H 1M9
- b) Albert Arnold, 671 Chestnut Place, Burlington, L7N 3E7
- c) Vladimir Baotic, 17 Kelvin Court, Hamilton, L8E 1J2
- d) Duncan Beattie, 1036 Upper Wentworth Street, Hamilton, L9A 4V9
- e) Paul Drake, 61 Fairfield Avenue, Hamilton, L8H 5G9
- f) Stan Dziepak, 207 Fruitland Road, Fruitland, L0R 1L0
- g) Saul Eisenberg, 227 Ottawa Street North, Hamilton, L8H 3Z4
- h) Andy Kulik, 102 Hyde Park Avenue, Hamilton, L8P 4M7
- i) Job Manning, 3125 Highway #56, Box 433, Binbrook, L0R 1C0
- j) Thomas McGowan, 385 King William Street, Hamilton, L8L 1P6
- k) Peter McGuinness, 309 - 36 James Street S., Hamilton, L8P 4W4
- l) Elaine Smith, 354 Aberdeen Avenue, Hamilton, L8P 2R5
- m) Elliot Wilkinson, 67 West 34th Street, Hamilton, L9C 5K1
- n) Susan Woods, 122 Walter Avenue North, Hamilton, L8H 5P7

_____ denotes an incumbent

CITY OF HAMILTON**- RECOMMENDATION -**

DATE: 1991 March 1

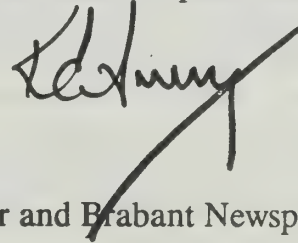
REPORT TO: Mr. J. Thompson
Finance and Administration Committee

FROM: K. E. Avery
City Clerk

SUBJECT: Draft By-law to regulate Smoking in Public Place

RECOMMENDATION:

- (a) That the Finance and Administration Committee hold a Public Meeting on March 21, 1991, at 10:00 o'clock a.m. to receive input on proposed amendments to the Smoking in Public Places By-law 80-258 as outlined in the attached Draft By-law.
- (b) That the City Clerk be authorized and directed to advertise the public meeting and request written submissions.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The placement of one large advertisement in The Spectator and Brabant Newspaper (local only). The estimated cost is \$1200.00.

BACKGROUND:

On October 30, 1990, City Council in adopting Section 21 of the 24th Report of the Finance and Administration Committee gave approval to the following:

- 21. (a) That the City Solicitor be authorized and directed to undertake the preparation of a Draft By-law to regulate the sale of tobacco products to minors.
- (b) That the City Solicitor be authorized and directed to draft a new By-law for regulating smoking in public places.

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COMPOSITION	MEMBER WHOSE TERM OF OFFICE EXPIRES	TERM OF OFFICE
1 Member Appointed by City Council.	Duncan Beattie	1991 April 15
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denotes an incumbent

3(b)

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 March 1

REPORT TO: Mr. J. Thompson
Finance and Administration Committee

FROM: K. E. Avery
City Clerk

SUBJECT: Draft By-law to regulate Smoking in Public Place

RECOMMENDATION:

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- 21. (a) That the City Solicitor be authorized and directed to undertake the preparation of a Draft By-law to regulate the sale of tobacco products to minors.
- (b) That the City Solicitor be authorized and directed to draft a new By-law for regulating smoking in public places.

- (c) That public meetings be held to receive input on the Draft By-law outlined in sections (a) and (b) above as amended.
- (d) That the City Clerk report back to the Finance and Administration Committee identifying the means and cost of effectively enforcing this legislation."

On January 22, 1991, a staff review group composed of Law Department and Licence Division representatives, met with the group of individuals who had made initial presentations to the Finance and Administration Committee when the resolutions respecting the above were first considered. This meeting was not advertised to the public but was intended to let these groups state their concerns about the present Public Places By-law.

The following individuals were present at this informal meeting:

Alderman M. Kiss
Mark Stones, Dofasco
Kathy Drewett, Chamber of Commerce
Lyle Fauteux, Inter-Agency Council on Smoking and Health
Dr. Brian Gibson, Associate Medical Officer of Health
Dr. Michael Goodyear, Hamilton Regional Cancer Centre
Barbara Gowitzke, Inter-Agency Council on Smoking and Health
Maggie McCowell, Heart and Stroke Foundation
Marcel Mongeon, Chamber of Commerce
J. Cameron Nolan, Chamber of Commerce
Brian Reid, Hamilton-Wentworth Non-Smokers' Rights Assoc.
Doug Swaykoski, Chamber of Commerce
Dave Christopher, Fire Prevention
Steven Dembe, Manager, Licence Division
L. Farr, Law Department
Lloyd Staley, Smoking Control Officer
Dean Barrow, Secretary

In preparation for the public meeting before the Finance and Administration Committee, the draft By-law respecting the regulation of smoking in public places was discussed by the group during a 2 hour meeting.

The proposed By-law amendments were reviewed and consensus was reached on many of the key issues.

The proposed changes to the existing By-law are:

1. Section 1 of the draft By-law will prohibit smoking in hairdressing parlours, barber shops, a restroom in a retail shop, and parts of a retail shop used as offices. These were sections of the By-law which have been identified as areas of high complaint.
2. The existing By-law allows a patient to smoke in a hospital room, after receiving permission from his doctor and any other patient in the room. Section 2 of the draft By-law will **prohibit** smoking in a patient care area of a hospital. This would be consistent with the no-smoking policies which have been implemented in local hospitals.
3. The current By-law allows smoking in reception areas under certain circumstances. Section 3 of the draft By-law will delete the right to smoke in a reception area. A reception area would then be controlled by the Smoking in the Workplace By-law No. 89-370, which prohibits smoking in the workplace except in designated smoking areas. This proposed amendment would resolve many complaints from office employees.
4. At present, restaurants must provide 20% of the restaurant area as a non-smoking area. It is proposed that 50% of a restaurant be reserved as a non-smoking area. From the number of inquiries and complaints which the Licence Division has received over the years, it appears that the public desires a significant increase of the size of the no-smoking areas in restaurants. While many restaurants have voluntarily increased their non-smoking areas to accommodate patrons, there are far more restaurants providing only the minimum. The 50% figure was arrived at during the discussions of the Staff Review Group.

A recent amendment to Section 321 of the Municipal Act has the effect of transferring the determination of the maximum fine from the Municipal Act to the Provincial Offenses Act. The current maximum fine under that Act is \$5,000.00.

Further to the City Council resolutions of October 30, 1991, the next step would be the holding of a public meeting on the proposed By-law amendments. It is suggested that the City Clerk be authorized to advertise the public meeting and request input in the form of written submissions from the public. The response to the advertisement would enable the City Clerk to determine the number of people who will be attending the meeting and the size of the room required as it is anticipated that a large number of persons may wish to speak on this By-law.

With respect to

Resolution 21 (a) "That the City Solicitor be authorized and directed to undertake the preparation of a Draft by-law to regulate the sale of tobacco products to minors" and

Resolution 21 (d) "That the City Clerk report back to the Finance and Administration Committee identifying the means and cost of effectively enforcing this legislation",

it is proposed that these matters be dealt with at a separate public meeting to be held at a later date, due to the large number of groups and individuals which would be expected to attend on this subject.

A draft By-law incorporating the recommended changes is attached to this report for discussion purposes.

Additional subjects which were discussed at the informal review group meeting were:

- (a) Consolidation of the Work Place and Public Places By-laws which several individuals stated would make compliance with the By-laws easier.
- (b) Recent changes to the L.L.B.O. Act which may result in a broader application of the Public Places By-law respecting lounges and taverns having to provide no-smoking areas similar to restaurants.
- (c) Concern regarding the size of the smoking areas in Places of Public Assembly such as public halls, bingo parlours, common areas in shopping malls and H.E.C.F.I. facilities. The current requirement in the By-law is to permit up to 40% of these facilities for the purposes of smoking.
- (d) A suggestion was put forward that the By-law should contain a "sunset clause" which would require a further review of the By-law in 2 - 5 years.

Bill No.

The Corporation of the City of

DRAFT
FOR DISCUSSION PURPOSES
ONLY
CITY SOLICITOR
THE CITY OF HAMILTON

BY-LAW NO. 91-

To Amend:

By-law No. 80-258

Respecting:

SMOKING IN PUBLIC AREAS

WHEREAS the Council of The Corporation of the City of Hamilton enacted By-law No. 80-258 on the 30th day of September 1980;

AND WHEREAS Section 210 of paragraph 27 of the Municipal Act, R.S.O. 1980, Chapter 302, as amended, provides as follows:

210. By-laws may be passed by the councils of local municipalities:

27. For regulating smoking in retail shops in which ten or more persons are employed, or in any class or classes thereof, and for prohibiting smoking in such shops or any class or classes thereof, or in any part or parts thereof;

AND WHEREAS it has been determined that environmental tobacco smoke (ETS) is irritating and discomforting and a hazard to the health of the residents of Hamilton;

AND WHEREAS Section 104 of the Municipal Act provides as follows:

104. Every council may pass such by-laws and make such regulations for the health, safety, morality and welfare of the inhabitants of the municipality in matters not specifically provided for by this Act as may be deemed expedient and are not contrary to law, and for governing the proceedings of the council, the conduct of its members and the calling of meetings;

AND WHEREAS the Council of The Corporation of the City of Hamilton, in adopting Section 21 of the 24th Report of the Finance and Administration Committee at its meeting held on the 30th day of October 1990, authorized the preparation of a by-law to amend By-law No. 80-258.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. (1) Subsection (1) of Section 2 of By-law No. 80-258 is amended by striking out the words "hairdressing parlour, barber shop, restroom, or a part used as offices by members of the staff".

BACKGROUND:

The Hamilton Farmers' Market Sub-Committee at their meeting of 1991 February 19 received the following information from the City Solicitor and adopted the foregoing recommendations.

The standard contract with Farmers' Market Stallholders requires that stallholders occupy only the stall assigned, and comply with the provisions of the By-law.

The City of Hamilton By-law 81-180, (The Market By-law) also provides that stallholders must not occupy space outside the assigned stand. The By-law further provides:

" Cancellation of Contract

18.(1) Where a stallholder fails to comply with any provision of this By-law, the Committee may suspend the contract for a specified period of time or may terminate the contract.

(2) Where the contract is suspended, the stallholder is prohibited from occupying the stand during the period of suspension.

Penalties

19. Every person who contravenes a provision of this By-law is guilty of an offence and on summary conviction is liable to a fine of not more than \$2,000.00, exclusive of costs."

Accordingly the Finance & Administration Committee (as heir to the Legislation Committee) may suspend or cancel the stallholder's right to occupy the stand, subject to holding a hearing into compliance with the provisions of the contract with the City. A separate hearing will be required for each stallholder.

Inspections will be conducted by market staff, however some assistance may be required initially from By-law enforcement staff, to be arranged through the Manager of Licensing.

DISCUSSION:

The occurrence of unauthorized use of space presents safety concerns for pedestrian areas and gives rise to disagreements between neighbouring stallholders.

The Market Manager has suggested that all stallholders be advised in writing that those who occupy unlawfully space beyond their stalls will have their current contracts for licence to occupy Market space reviewed in accordance with the terms of the agreements (ie. by the Finance and Administration Committee) with the potential of suspension or termination of said rights to occupy. Subsequent to the issuance of this warning letter, regular inspections of the premises will be initiated and continued. Inspections reports will be submitted to the Sub-Committee and recommendations for consideration by the Finance and Administration Committee will be made where appropriate.

Since both City By-laws and the standard contract between the City and the Stallholders contain provisions prohibiting such encroachments, there are options available to the City to correct the contraventions. These will be reviewed by the Sub-Committee prior to any recommendations to the Finance and Administration Committee.

cc: Alderman F. Lombardo, Chairman
Hamilton Farmers' Market Sub-Committee

Ms. S. Miller, Market Manager

Ms. P. Noé-Johnson, City Solicitor

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cc: Alderman F. Lombardo, Chairman
Hamilton Farmers' Market Sub-Committee

Ms. S. Miller, Market Manager

Ms. P. Noé-Johnson, City Solicitor

Appendix to Report on Unauthorized Encroachments,
Hamilton Farmers' Market

to stallholders, hamilton farmers' market

Name and address of stallholder

DATE :

HAND DELIVERED

dear sir/madam,

RE : Unauthorised Use of Space Outside the Limits of Stands

After a safety inspection of the Hamilton Farmers' Market, performed by the Fire Department, and in consultation with our Law Department, the Hamilton Farmers' Market Sub-Committee has been advised that some stallholders have been encroaching on space outside their assigned stands. The use of space for display or storage purposes outside your stand is contrary to your contract with the Corporation of the City of Hamilton, and the City's By-laws. In addition the use of this space is a safety hazard to the public, and is not fair to those who are complying with the promise made by all stallholders to use only the assigned space.

In the interest of all users of the Market, immediate action will be taken to ensure that safety and fire standards are maintained. It is in the interest of all to address these concerns as it will allow better access to the customers, and will prevent misuse by neighbouring stallholders of your stand. The Market Manager encourages everyone to respect the rights of the public and neighbouring stallholders when storing or displaying your wares.

The Sub-Committee and the Market Manager HEREBY REQUEST THAT ALL STALLHOLDERS TAKE NOTICE that your contract with the Corporation of the City of Hamilton gives you the privilege of occupying and using only the stand. All displays, supplies and materials must be kept within the stand during all market hours. The exception provided for in the by-law is the reasonable time necessary for loading and unloading, which should be kept to the minimum necessary during customer hours.

FAILURE TO COMPLY with this request WITHIN SEVEN (7) DAYS from the date of this letter may result in the stallholders being requested to attend before the Sub-Committee, who will recommend action to the Finance and Administration Committee. In this regard please note that City By-law 81-180, as amended, provides as follows;

"

Cancellation of Contract

18. (1) Where a stallholder fails to comply with any provision of this by-law, the committee may suspend the contract for a specified period of time or may terminate the contract.

(2) Where the contract is suspended, the stallholder is prohibited from occupying the stand during the period of suspension.

Penalties

19. Every person who contravenes a provision of this by-law is guilty of an offence and on summary conviction is liable to a fine of not more than \$2,000.00, exclusive of costs. "

The Sub-Committee and Market Manager expect full cooperation of all concerned, and assure those who have complied with their agreements that prompt action will be taken to protect their rights.

Yours Very Truly,

Alderman Fred Lombardo
CHAIRMAN
Hamilton Farmers' Market
Sub-Committee

cc. Frank Biancucci
Fire Safety Officer

cc. Patrice Noe Johnson
City Solicitor

cc. Stephanie Miller,
Market Manager

cc. Stella Glover,
Secretary, Hamilton Farmers' Market Sub-Committee

5.

CITY OF HAMILTON
- RECOMMENDATION -

FEB 20 1991

DATE: 1991 February 20

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mrs. S. Glover, Secretary
Licensing Committee

SUBJECT: Municipal Law Enforcement Officers' Association
Conference

RECOMMENDATION:

That an invitation be extended to the Municipal Law Enforcement Officers' Association to hold their Annual Conference in Hamilton in the Fall of 1994.

Stella Glover

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Unknown at this time. However, the previous two Municipal Law Enforcement Officers' Association Conferences involved Licence Division staff and the City has traditionally hosted the closing banquet.

BACKGROUND:

The City of Hamilton Licensing Committee received the following information from the Licence Division Manager at their regular meeting of 1991 February 13 and made the foregoing recommendation.

The City of Hamilton previously hosted the Annual Conference in 1981 and 1985. The Ontario-wide organization is composed of representatives from a broad cross-section of Ontario municipalities. The purpose of the organization is to upgrade the professionalism of municipal law enforcement officers, provide training and education to its members and to promote the attainment of acceptable standards of ethics and procedures for enforcement of by-laws of the municipality.

Municipal Law Enforcement Officers'
Association Conference

... 2

The 1991 conference has been awarded to the City of Windsor with North York and Ottawa-Carleton following in 1992 and 1993 respectively.

The usual number of members attending this Conference is approximately 200.

The economic benefits of hosting a Conference of this nature are well known. As happened with the previous two conferences that Hamilton held, it is hoped to again involve a number of City Departments, the regional Municipality of Hamilton-Wentworth and the Area Municipalities.

cc: Alderman T. Cooke, Chairman
Licensing Committee

Mr. S. Dembe, Manager
Licence Division

6.

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 February 28

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

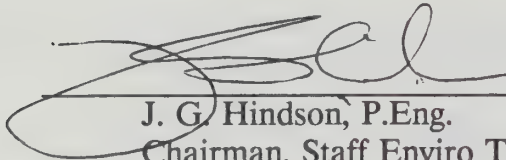
FROM: Mr. J. G. Hindson, P.Eng.
Chairman, Staff Enviro Team

SUBJECT: Region and City of Hamilton staff environmental initiatives
(Staff Enviro Team)
- Terms of Reference and Reporting Structure

RECOMMENDATION:

- a) The Terms of Reference and reporting structure for the staff committee on Corporate environmental initiatives be approved.
- b) The joint Region and City of Hamilton staff working committee be known as the *Staff Enviro Team*.
- c) The Staff Enviro Team Terms of Reference include the formulation of appropriate recommendations concerning Corporate environmental initiatives that may be implemented as related to the operations and Administrative procedures of the Corporations.
- d) The Staff Enviro Team report their recommendations and findings to the respective Department Heads for review and forwarding to the appropriate Committee(s) of Council.
- e) The Staff Enviro Team report on the progress and status of the Environmental Initiatives Program to the Finance and Administration Committee.

- f) That this report be forwarded to the Transportation and Environment Committee for their information.



J. G. Hindson, P.Eng.
Chairman, Staff Enviro Team

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The Staff Enviro Team will use internal staff resources and volunteers. The financial impacts of any internal environmental initiatives will be reviewed by the Departments affected before implementation. Some programs, if adopted, may require Corporate funding. Such programs would be forwarded to the appropriate Committee of Council for consideration.

BACKGROUND:

On 1990, June 26th, Hamilton City Council approved a recommendation that the Region and City Administrative Committees be requested to strike a joint staff committee .. "to develop new policies and programs for the expanded use of products or services that contain the maximum level of post-consumer waste and/or recyclable content..."

On 1990 October 3, Regional Council approved of a "Statement on Environmental Purchasing" as recommended by the Chairman's Environmental Committee. At the 1990 October 12 meeting of the Chairman's Advisory Committee, it was suggested that Staff "look at ways at implementing an in-house policy statement on reviewing ways in which City and Regional Departments can be more environmentally responsible."

Attached (Appendix "A") is the proposed Terms of Reference from the Staff Enviro Team.

It is proposed that the Staff Enviro Team review, and make appropriate recommendations concerning Corporate environmental initiatives that may be implemented as related to the operations and Administrative procedures of the Corporations. Appendix "B" (attached) is a listing of the types of projects that the Staff Enviro Team is working on.

It is proposed that environmental matters affecting the community at large that are within the jurisdiction of Regional and City Departments, fall outside the mandate of the Staff Enviro Team. For example, the Staff Enviro Team may make recommendations concerning the purchasing, reuse and recycling of paper products used by the Corporation but consideration of matters related to the Blue Box program would be under the jurisdiction of the Engineering and Public Works Departments.

Similarly, the reduction or recovery of CFC's (Clouoroflouorocarbons) from Municipal operations would be within the mandate of the Staff Team, but the consideration of the impacts of CFC's within the Community would be under the jurisdiction of the Health Department.

There should be a formal reporting mechanism and procedure for Staff Enviro Team to ensure that:

- a) Environmental initiatives are communicated to the Departments affected.
- b) There are opportunities for input and feedback for the environmental initiatives.
- c) The environmental initiatives are endorsed by the Administrative structure of the City of Hamilton and Region.
- d) Appropriate access to Council is available for those recommendations requiring Council approval.
- e) Reports on progress are available to Region and City Councils.

It is therefore proposed that the Staff Enviro Team:

- a) Report their recommendations and findings to the respective Department Heads for review and forwarding to the appropriate Committee(s) of Council.
- b) Report on the progress and status of the Environmental Initiatives Program via the Region's Finance and Personnel Committee and the City's Finance and Administration Committee or other Committees as may be appropriate.

c.c. Alderman B. Hinkley, Alderman, Ward 3
Mr. Lou Sage, Chief Administrative Officer

APPENDIX A

STAFF ENVIRO TEAM

TERMS OF REFERENCE

Mission

The Staff Enviro Team shall suggest, assess and support responsible ways in which the Corporate operations of the Region of Hamilton-Wentworth and the City of Hamilton could contribute in a positive manner to environmental concerns and solutions.

The Team shall assist in the development and communication of both individual employee and Corporate actions with respect to improving the environment.

Function

The Staff Enviro Team shall review and make appropriate recommendations concerning Corporate environmental initiatives that may be implemented as related to the operations and Administrative procedures of the Corporations. The Team shall:

- a) Assess and support purchasing policies consistent with the environmental purchasing "Statement of Principle" adopted by the Councils of both Municipalities.
- b) Report to the appropriate Committees of the Region and City on various environmental programs such as internal recycling programs, and all aspects of their implementation.
- c) Provide information and direction on immediate actions, that can be easily implemented by various departments and/or employees.
- d) Provide a format in which employees can express their suggestions for review, debate and follow-up by the Staff Enviro Team.
- e) Serve as a clearinghouse for ideas and information on environmental initiatives that the Corporations or their employees may make to have a positive effect on the environment.

REPORTING STRUCTURE

The Staff Enviro Team shall:

- a) Report recommendations and findings to the respective Department Heads for review and forwarding to the appropriate Committee(s) of Council.
- b) Report on the progress and status of the Environmental Initiatives Program via the City of Hamilton's Finance and Administration Committee and the Region's Finance and Personnel Committee or other Committees, as may be appropriate.

01-Mar-91

APPENDIX B

STAFF ENVIRO TEAM

Material	Project Description	Material	Project Description
Batteries	rechargeable	Paper	eliminate paper towels
Bottles	recycle	Paper	EPA (U.S.A.) standards
Bulbs	Energy efficient	Paper	fewer copies
Bulbs	glass recovery	Paper	from recycled paper
Bulbs	Hydro retrofit program	Paper	increase letter pitch
Bulbs	reuse Traffic lamps	Paper	manuals in electronic form
Calculators	solar powered	Paper	multipurpose letterhead
Cans	recycle	Paper	no onionskin
CFCs	CFC-free products	Paper	Plain paper FAX
CFCs	CFC-maintenance contracts	Paper	recycle office paper
CFCs	recycle CFC's - contracts	Paper	reduce letterhead space
CFCs	recycle CFC's - vehicles	Paper	reformat date/address areas
CFCs	recycle CFC's - white goods	Paper	shorter documents
Cups	foam cups re Caterplan	Paperless	transactions -EDI
Cups	re cafeteria	Paperless	transactions -Email
Envelopes	from recycled material	Paperless	transactions -X400 Mail
Envelopes	readdressable	Pencils	Meeting room containers
Fibre	reuseable pads	Pens	no throwaway pens
Filters	unbleached coffee filters	Pesticides	Review guidelines
Furniture	from exotic woods	Phone books	Microfilm version
Glass	plate/other glass recycling	Phonebooks	Recycle
Herbicides	Review guidelines	Phonebooks	Reduce delivery quantity
Lunches	litterless	Photocopier	Toner cartrid.- Departments
Magazines	(clay paper) - recycle	Photocopier	Toner cartrid.- Service Dept
Mailings	discourage unsolicited	Power	guidelines re PC power
Mailings	recycle	Printer	cartridges, recycle
Mailings	reduce circulation lists	Printer	ribbon cartridges, recycle
Mailings	reduce mult. publications	Printer	Toner cartridge recycle
Mailings	reduce publications	Purchase	ECOLOGO products
Microform	Enviro-friendly disposal	Utensils	no plastic utensils
Microform	Reduce volume to waste stream		
Newspaper	clipping service		
Newspaper	electronic service		
Newspaper	recycle		
Packaging	Overpackaging by suppliers		
Packaging	recycle		
Paint	disposal procedures		
Paint	non-toxic, latex		
Paper	15% post consum. preference		
Paper	carbonless		
Paper	charge for extra copies		
Paper	computer printout on COM		
Paper	computer printout on Mfilm		
Paper	computer printout on screen		
Paper	computer printout - recycle		
Paper	double sided print/copiers		
Paper	electronic bulletin board		
Paper	electronic transmission		

RECEIVED

FEB 18 1991

CITY CLERKS

Candace Jerranne Malott

21 Locke St. S. 1A

Hamilton, Ontario

L8P 3Z9 (416) 572-6884

Feb. 8 1991

Hamilton City Hall
Finance & Administration
Committee
71 Main St W.

Dear John Thompson-Committee Secretary;

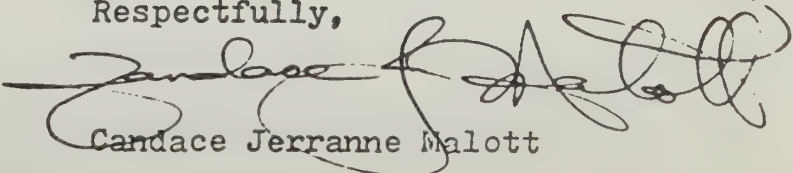
My name is Candace Jerranne Malott, and I am a Hamiltonian Artist. I am interested in donating a Painting to the City of Hamilton, that has been approved by the 'Mayor's Race Relations Committee' for the celebration of the International Day of Elimination of Racial Discrimination. Festivities are on March 21 1991.

It is my understanding, that in order to receive an Charitable Donation Receipt, that I must request that the item must be placed on the upcoming meetings agenda either on Feb. 14 1991 or Feb. 21 1991 for approval.

I have submitted a letter of appraisal from the prestigious Becketts Gallery.

I would feel quite honoured if the committee accepts the first two items listed in the Terms of Agreement I have attached. Please feel free to contact me for further clarification, if needed.

Respectfully,


Candace Jerranne Malott

(416) 572-6884

Candace Jerranne Malott
21 Locke St. S. 1A
Hamilton, Ontario
L8P 3Z9 (416) 572-6884

TERMS OF AGREEMENT

Feb 1, 1991

RE: Donation of Watercolour Painting entitled,
'Chasing A Dream', to Hamilton City Hall.

To Whom It May Concern;

I would like to forward a few requested items, for my personal donation of an original piece of artwork. These are; A Charitable Donation Invoice addressed to Candace J. Malott for \$200.00.

A specific location in Hamilton's City Hall where the painting will be hung.

To be able to present the painting to the Honourable Mayor at the festivities celebrating Racial Harmony on March 21, 1991.

A Silver plaque, with the inscription that should read;

'CHASING A DREAM'
presented to the City of Hamilton
in celebration of Racial Harmony 1991
by Hamiltonian Artist
Candace Jerranne Malott

The Dimensions the Framed Artpiece are approximately,
16'x 10'.

I look forward to meeting and working through the process with you. Thank you for your time and any assistance may have given throughout. Please do not hesitate to call for any questions you may have.

February 6, 1991

Ms. Candace Jerranne Malott
21 Locke St. S.
Apt. 1A
Hamilton, Ontario
L8P 3Z9
(416) 572-6884

Dear Ms. Malott,


As requested, we have appraised the fair market value of the following painting.

title: "Chasing a Dream"
artist: Candace Jerranne Malott
medium: watercolour and acrylic on paper
size: 13 x 8 ins.
framed

VALUATION
\$

200.⁰⁰

Sincerely,



Thomas L. Beckett

8(a)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 1

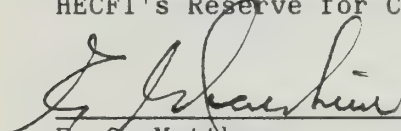
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: FUNDING OF COST ESTIMATE REVISION OF
CAPITAL PROJECT FOR COPPS COLISEUM

RECOMMENDATION:

That the additional funding of \$60,000 required to fund the approved 1990 Copps Coliseum project "Installation of a Satellite Earth Station", be provided from HECFI's Reserve for Capital Projects.


E. C. Matthews

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

- 1) Original estimate of \$70,000 was provided in the 1990 Capital Budget.
- 2) The additional requirement of \$60,000 can be accommodated within the Reserve for Capital Projects of HECFI due to the return of funds previously committed to the private boxes study.

BACKGROUND:

A report of HECFI requesting the Finance and Administration Committee to approve of this funding has been forwarded to this Committee.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

FEB 21 1991

MEMO TO: Mr. J. Thompson
Secretary
FINANCE AND ADMINISTRATION COMMITTEE

COPIES TO: Mr. G. Macaluso
Managing Director/CEO, H.E.C.F.I.

Mr. J. Leuser
Director
Finance and Administration, H.E.C.F.I.

Mr. J. Crane
Director
Copps Coliseum/Central Utilities Plant, H.E.C.F.I.

FROM: Patricia Bennett
Secretary
H.E.C.F.I. Board of Directors

DATE: February 18, 1991

SUBJECT: 1990 - 1994 CAPITAL BUDGET PROGRAMME :
COPPS COLISEUM

RECOMMENDATION:

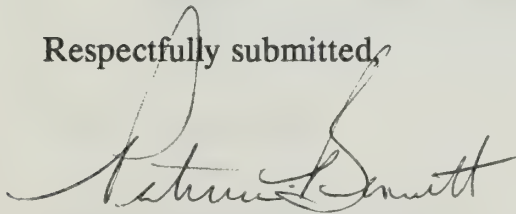
THE H.E.C.F.I. BOARD OF DIRECTORS RESPECTFULLY REQUESTS THE CITY OF HAMILTON'S APPROVAL TO INCREASE FROM \$70,000. TO \$130,000. THE AUTHORIZED COST OF THE APPROVED 1990 CAPITAL PROJECT FOR COPPS COLISEUM FOR THE SUPPLY AND INSTALLATION OF A SATELLITE EARTH STATION; and

THAT THE ADDITIONAL FUNDING BE PROVIDED FROM H.E.C.F.I.'s RESERVE FOR CAPITAL PROJECTS.

BACKGROUND:

- An amount of \$70,000. was authorized by City Council in the Capital Budget in 1990 for the supply and installation of a satellite earth station, i.e. Account No. CF 52000929051004. Since the estimated total cost of this project is now estimated to be between \$125,000. and \$130,000., a recommendation to the City's Finance and Administration Committee is required in order to request that the authorized cost of this capital project be increased from \$70,000. to \$130,000. with the additional funding to be provided from H.E.C.F.I.'s reserve for capital projects. The unspent funds remaining in account centre number CF 929051003 to undertake a feasibility study for the additional private boxes is being returned to H.E.C.F.I.'s reserve for capital projects in order to accommodate this budget overage;
- The H.E.C.F.I. Board of Directors, at its meeting February 5, 1991, approved the acceptance of the quotation provided by Norwest Video Incorporated, Hamilton, for the supply and installation of a satellite earth station in the total amount of \$100,035.45.;
- The tender amount of \$100,035.45 does not include the cost of a video projector and screen which is anticipated to cost between \$25,000. and \$30,000.

Respectfully submitted,



Patricia Bennett
Secretary to the Board of Directors



Hamilton
Entertainment
and Convention
Facilities Inc.

FEB 25 1991

8(b)
101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/546-4000
Fax 416/527-6856

MEMO TO: Mr. J. Thompson
Secretary
FINANCE AND ADMINISTRATION COMMITTEE

FROM: Mr. G. Macaluso Patricia Bennett
Managing Director/CEO Secretary to the Board of Directors

DATE: February 22, 1991

SUBJECT: H.E.C.F.I. COMPREHENSIVE AUDIT

RECOMMENDATION:

THAT RESPONSES TO 55 RECOMMENDATIONS CONTAINED IN THE COMPREHENSIVE AUDIT (attached as Schedule A) WHICH WERE RATIFIED BY THE H.E.C.F.I. BOARD OF DIRECTORS AT ITS MEETING FEBRUARY 22, 1991, BE RECEIVED.

BACKGROUND:

- The H.E.C.F.I. Comprehensive Audit Steering Committee, at its meeting held December 19, 1990, forwarded the H.E.C.F.I. Comprehensive Audit Report to the H.E.C.F.I. Board of Directors "...for comment."
- The H.E.C.F.I. Board approved the foregoing report at its meeting held February 22, 1991.
- It should be noted that four additional recommendations have yet to be responded to (recommendation numbers 3; 3.3; 8.1 and 9.1; attached as Schedule B). These recommendations will be reviewed by the Board at a special workshop to be scheduled in the near future.

Respectfully submitted,

Mr. G. Macaluso
Managing Director/CEO

Patricia Bennett
Secretary to the Board

Schedule A

AUDIT RECOMMENDATION EVALUATION

1. RECOMMENDATION #3.0 (Pages 15 & 16 - not a formal recommendation)

"Reconcile HECFI's current Mission Statement and corporate objects relating to the City's investment intention."

Evaluation:

- City Council to address

2. RECOMMENDATION #3.1

"Institute a comprehensive orientation program for Directors, and provide at least annual updates to strengthen Director knowledge of HECFI's detailed operations and of the competitive strengths and disadvantages of its operations in each service area."

Evaluation:

- Agreement
- Currently, an orientation package is provided to new appointees. This practice should continue. As well, the orientation package should be updated on an annual basis and revisions provided to all Board Members.
- The responsibility for the development of a comprehensive, concise HECFI Policy and Procedural Manual has been designated to the Legislative Assistant. Given the current work load, this project cannot be achieved unless a temporary, support staff person is dedicated to this task.
- It is recommended that a one day orientation be organized for each new Board Member which would include tours of each of the facilities, coupled with introductions and brief interviews with each of the Directors. The remainder of the day would include briefing by the CEO and Legislative Assistant of corporate policies and procedures and a general overview of the operations of the Corporate facilities including competitive strengths and disadvantages in each service area.

Implementation:

- Documents to be prepared and available for circulation no later than December 1991 at which time new elected officials will be appointed to the Board.

Financial Implications:

- \$10,000 representing costs for the retention of temporary, support staff to assist in the development of a HECFI Policy and Procedural Manual and a Training Guide For New Chairmen.

3. RECOMMENDATION #3.2

"Establish Director service requirements or provide training for all candidates for HECFI Chairmanship. Make training available to the incumbent Chairman, to exercise at his discretion."

Evaluation:

- Agreement.
- A Training Guide will be compiled for new Chairmen which includes legislative procedures; the proper manner in which to conduct a meeting; procedural by-laws; accepted practices as well as formal and informal expectations.

Implementation:

- The proposed Training guide will be compiled and available for distribution in time for the HECFI 1992 elections.

Financial Implications:

- Cost incurred in conjunction with retention of support person hired to assist with the development of the Policy and Procedural Manual.

4. RECOMMENDATION #3.3 (Page 21)

"Hold a meeting of the Board specifically to discuss what its focus should be among the choices of setting policy directions, promoting HECFI, or acting as a management committee."

Evaluation:

- HECFI Board of Directors to address

5. RECOMMENDATION #3.4 (Page 29)

"Develop a policy concerning an acceptable risk profile to be adopted by HECFI when booking events. Establish specific performance criteria that must be proven and met before a moderate to high risk event is booked. Assign the risk analysis task to the Marketing and Sales Department. Specify the decision-making authority within this policy, using an escalating scale of approvals for higher risk ventures."

Evaluation:

- Qualified agreement.
- Coopers & Lybrand refers to the CPI agreement as an example, and points out that since HECFI shares in potential losses this emphasizes the need to carefully evaluate the risk profile of individual concerts. This is unrealistic and will not work in the real world; Hamilton is still a "B" market, and as a consequence we will have to simply get accustomed to the idea, at least for the next few years, of accepting most of what is offered to us. We can do all the evaluations we want and it will not change a thing....CPI will book what they think will work!
- We agree that the Marketing and Sales Department has the responsibility of doing a quantitative break-even analysis on tentative bookings. The role of Finance and Administration should be advisory in nature.
- Management will seek Board approval on those events when the risk is higher than \$50,000.
- At no time will the maximum amount allotted (\$200,000. for 1991) for co-promotion/promotion be exceeded without Board approval.

Implementation:

- Immediate

Financial Implications:

- None

6. RECOMMENDATION #3.5 (Page 30)

"Alter the method of presenting budgeted figures to better reflect HECFI's responsibility and accountability patterns. Move from a facility-based budget to a department-based budget, establishing a stronger linkage between the revenues and the expenditures associated with each category of event."

Evaluation:

- Management agrees that if the structure of HECFI changes from facility-based to function-based, the budget and actual results for HECFI should also be revised to a function-based method. This will involve a complete overhaul of the City computerized accounting system and the very extensive and detailed Lotus 1-2-3 spreadsheets that were developed by Finance and Administration. This project will require hundreds of hours of staff time and significant co-operation from the City Treasury and Regional Systems Departments.

Implementation:

- | | | | |
|---|----------------------------------|---|-----------------|
| - | Chart of Accounts | - | July 1, 1991 |
| - | 1992 Budget Estimate Worksheets | - | October 1, 1991 |
| - | 1992 Financial Accounting System | - | January 1, 1992 |

Financial Implications:

- None, if the implementation time frame is acceptable and no other major new projects are assigned to Finance and Administration in 1991.

7. RECOMMENDATION #3.6 (Page 32)

"Adopt a budgeting process that has a stronger linkage to carefully constructed strategic and operating plans, and that is supported by clearly stated program objectives and justifications."

Evaluation:

- Agreement
- Finance and Administration has always advocated a systematic approach to budget setting as outlined by the Comprehensive Audit Report.
- This will require that the Operations and Marketing Departments develop program objectives and justifications, develop strategic and operating plans and then link these items to the budget.

Implementation:

- The 1992 Budget Process.

Financial Implications:

- None

8. RECOMMENDATION #3.7 (Page 37)

"Adopt an organization structure to reflect the main stages of the service cycle. The suggested departments are Marketing and Sales; Events Delivery Services; and Finance & Administration."

Evaluation:

- Qualified agreement.
- Management does not support the idea of separating the Hamilton Convention Centre Events department from the Sales Department, at least until we have had a chance to assess success/failure.

Implementation:

- Immediate; assess the effectiveness of the new Client Service Department within the next 9 months.

Financial Implications:

- The organizational charts will be presented separately by the CEO.

9. RECOMMENDATION #3.8 (Page 37)

"Eliminate the positions of individual Facility Directors and Assistant Directors. Add an Events Delivery Services, Director, having an events delivery background, and specialist Managers with cross-facility responsibilities.

Evaluation:

- The CEO will present reorganization structure chart

10. RECOMMENDATION #3.9 (Page 41)

"Divide the Marketing and Sales Departments into three groups - Promotion and Public Relations, Entertainment Programming and Sales; and Hospitality Programming and Sales. The primary departmental task will be to achieve the first stage of the service cycle, where industry requirements are periodically assessed and realistic client and patron expectations are established. A "Facility Contact" should be designated for each facility to ensure efficient bookings and adequate liaison with facility Events Services personnel."

Evaluation:

- Agreement

Implementation:

- Immediate

Financial Implications:

- The organizational charts will be presented separately by the CEO.

11. RECOMMENDATION #3.10 (Page 41)

"Move the Hamilton Convention Centre Events Planning Group to the Events Delivery Services Department from Marketing and Sales, to better reflect its service and operational focus."

Evaluation:

- Disagree
- While Management does agree that certain elements of the role of the Events Department are more in the "delivery" than the "promise" stage, nevertheless Management believes that in this economic climate service standards need to be consistent. The best way to insure this is to have both departments report to the same Manager.
- In this instance teamwork, co-ordination, and communication are best achieved through the consolidation of the two departments rather than separation.
- Potential clients must be able to see a clear connection between the "promise" and the "delivery."
- The newly formed "Client Service Department" has only been operable for a few weeks yet tangible benefits are already being realized from the consolidation.

Implementation:

- Maintain the current organizational structure, with the Hamilton Convention Centre Events and Sales Departments part of one consolidated unit for at least the next 9 months. At that time a final determination can be made.

Financial Implications:

- None

12. RECOMMENDATION #3.11 (Page 41)

"Hire an Entertainment Programming and Sales Manager with specific contacts and expertise in performing arts management, to develop a programming plan for Hamilton Place, to identify tactics to meet the mandate of Hamilton Place, to book appropriate acts, and to revitalize the cultural presence and credibility of Hamilton Place in both Hamilton and the performing arts community at large."

Evaluation:

- Agreement

Implementation:

- Immediate

Financial Implications:

- The organizational charts will be presented separately by the CEO.

13. RECOMMENDATION #3.12 (Page 3)

"Move to the Event Delivery Services Department all those activities that contribute directly to the delivery of the service promised in the marketing and sales stage of the service cycle. This would result in up to four consolidated groups - Building Operations, Catering Services, Events Planning, and Events Delivery - with facility-related positions within these groups where necessary."

Evaluation:

- Qualified agreement
- The Director of Marketing & Sales, in his evaluation of Recommendation #3.10, Pg. 41 addresses the role of the HCC Events Planning Group and the benefits derived from aligning this group with the Sales Department.
- Consequently, the Events Delivery Services Department or Operations Department will be comprised of three groups, namely, Building Operations, Catering Services and Events Delivery. Building Operations will have across facility responsibilities; Catering Services will be directly involved at the Convention Centre and Hamilton Place and act as a liaison with the contracted food service concessionaire at the Coliseum; Events Delivery will service Copps Coliseum and Hamilton Place.

Implementation:

- will result from recommended reorganization; 2 months

Financial Implications:

- The organization chart will be presented by the CEO (costs will be identified).

14. RECOMMENDATION #3.13 (Page 45)

"Retain the current reporting structure of the Finance Administration Department. The primary responsibilities of the Department should remain those that support analysis and advice to management and the Board on HECFI's statutory obligations pertaining to financial matters, good accounting and financial control practices, financial performance, human resources administration, and general office administration."

Evaluation:

- Management fully agrees with the recommendation. Finance and Administration is currently performing functions that are non-financial responsibilities and will immediately, upon implementation of the new organization structure, take steps to pass these duties to the appropriate Departments (I.A.T.S.E. payroll time-sheets, event settlements, special reports and jobs, operations and marketing contracts and quantitative assessments of events to be promoted or co-promoted by HECFI).

Implementation:

- Immediately, once the new organization structure is implemented.

Financial Implications:

- None

15. RECOMMENDATION #3.14 (Page 3)

"Transfer of the Central Utilities Plant, with the exception of the electrical staff, back to the City of Hamilton, specifically to the Property Department. Clarify arrangements with the Property Department concerning continuation of events-related service responsiveness and availability."

Evaluation:

- fait accompli, at the February 5, 1991 meeting of the Board of Directors, the motion to transfer the responsibility for the administration of the CUP back to the City was approved
- However, the electrical staff was not excepted from this transfer. Electrical maintenance and event related electrical requirements of the HECFI facilities, where applicable, will be provided through the CUP. The cost of event-related services will be subsequently recovered by HECFI through the licensee when possible.
- The arrangement proposed will require cooperation and coordination; HECFI needs must be given top priority. This issue has been discussed with the Director of Property and Mr. D. Vyce agrees that the present level of service must be maintained.

Implementation:

- will result from recommended reorganization; 2 months

Financial Implications:

- detailed in evaluation of Recommendation #3.15

16. RECOMMENDATION #3.15 (Page 4)

"Determine the optimal number of electrical technicians required to provide events-related services, and to maintain an electrical preventive maintenance program for the three HECFI facilities. Provide for the electrical group to report to the Events Delivery Manager, e.g. through a Chief Electrician."

Evaluation:

- Qualified agreement
- The following annual man hour requirements have been estimated for electrical services required by the HECFI facilities:
 - a) maintenance and repair of building electrical systems including lighting in the three HECFI facilities 2,000
 - b) event-related electrical services for Copps Coliseum including sound and lighting control based on 110 event days. Note that the cost for this service is recoverable 1,500

c)	electrical installations and revisions	<u>500</u>
	TOTAL	<u>4,000</u>

- This demonstrates a requirements for two (2) tradesmen to be provided by the CUP. Coordination through the Chief Electrician with the Building Operations Manager and Events Delivery Manager for building and event-related services respectively will be required.

Implementation:

- will result from recommended reorganization; 2 months

Financial Implications:

- As in the past, salaried and wage rated CUP personnel will be provided to HECFI at no cost.

17. RECOMMENDATION #4.1 (Page 4)

"Carefully consider the impact on HECFI's positive and competitive events delivery services, before any cost-saving measures in this area are adopted."

Evaluation:

- Agreement
- A high standard of service afforded by sales, box office and event delivery staff must be maintained to achieve a competitive edge. Although cost saving measures i.e. staff reductions, reduced building standards will provide short term financial benefits, the resultant impact on the established standard of service will be negative.
- Careful consideration and detailed analysis must be undertaken to establish the optimal solution.

Implementation:

- Immediately
- Ongoing input from managerial and supervisory staff will be sought once the recommended reorganization is implemented.

Financial Implications:

- None

18. RECOMMENDATION #5.1 (Page 57)

"Identify the outcomes and programming benefits that could result from a multi-faceted program of market research activities. Plan to carry out this study within the next budget year, to provide a more objective basis for program planning and decisions."

Evaluation:

- Agreement

Implementation:

- Has been identified in the 1991 Marketing Plan

Financial Implications:

- None

19. RECOMMENDATION #5.2 (Page 60)

"Adopt a more aggressive marketing stance, after the sales tactics for the past number of years have been re-evaluated, to determine the payoffs and problems associated with these efforts."

Evaluation:

- Qualified agreement
- 1990 represents the 3rd time in the last 5 years that the marketing and sales budget was significantly reduced.
- If management is to adopt this recommendation then best efforts will be made not to reduce the Marketing budget.

Implementation:

- Immediate

Financial Implications:

- None

20. RECOMMENDATION #5.3 (Page 61)

"Move the Hamilton Convention Centre client servicing tasks, after a sales contract has been signed, to the Events Planning Group. Restructuring of Events Planning's current duties and reassigning personnel would be required to effectively accommodate this transfer of responsibility."

Evaluation:

- Qualified agreement
- Per recommendation 3.10 (#4), at this time, Management is convinced that the separation of those who "promise" and those who "deliver" is not in our best interest.
- This recommendation does however speak to the issue of freeing the sales department to devote more of their time to pure sales, rather than service.

Implementation:

- Immediate

Financial Implications:

- The organizational charts will be presented separately by the CEO.

21. RECOMMENDATION #5.4 (Page 5)

"Food and beverage operations should continue to be carried out in-house at HCC, with these services being extended to Hamilton Place, based on availability and suitability. When the Volume Concessions contract for concession services at Copps re-opens, consider studying the costs and benefits of assuming an in-house service at that time, if the offered terms are not as beneficial as the current contract."

Evaluation:

- Agreement
- Under the direction of the Food & Beverage Manager, catering services will continue to be carried out in-house at the Convention Centre. These services will be extended to Hamilton Place and in doing so, Front of House staff at Hamilton Place will relinquish responsibility for the bar operation. This arrangement is also conducive to dinner/theatre engagements being booked at the Theatre.

- The present contract for food & beverage concessions with Volume Concession Services at the Coliseum expires in November 1992. Prior to this date, an investigation must be undertaken to determine the costs and benefits of performing this service in-house. Although the present arrangement with Volume Concession Services is attractive in terms of financial return, we cannot be guaranteed an equal arrangement in the future. In addition, consideration must be given to the negotiation of a license agreement with an N.H.L. tenant and the considerable bargaining power afforded by concession rights.

Implementation:

- Extension of food and beverage services to Hamilton Place; once recommended reorganization implemented.

Financial Implications:

- Minimal cost required to relocate the liquor storage area on the second floor of the Convention Centre to a more centralized location immediately adjacent to Hamilton Place on the third floor of the Convention Centre.

22. RECOMMENDATION #5.5 (Page 66)

"Investigate the costs and benefits of contracting out a portion of the Advertising Promotions and Public Relations functions, particularly in areas where technical skills could be purchased at less cost than retaining in-house staff. Ensure that the services contracted out can provide an appropriate level of responsiveness and co-operation with the Sales component of the Marketing and Sales Department. Retain in-house presence for overall promotions planning, public relations, and quality control of contracted services."

Evaluation:

- Qualified Agreement
- Our advertising agency, Torsney Barrett Roberts, has been directed to investigate the feasibility of assuming the advertising, promotion and public relation tasks currently handled in-house.
- Management is not yet convinced that an outside organization can provide this service in the manner that it is currently being offered.
- At this time the service that is provided to promoters and producers represents a significant competitive edge in terms of attracting activity, and as such in this economy and we are reluctant to give it up.

Implementation:

- It will take a minimum of 6 months to a year to make the transition to an outside organization.

Financial Implications:

- Could result in a considerable amount of cost savings.

23. RECOMMENDATION #5.6 (Page 5)

"The contractual arrangements for building cleaning and security should be continued. Carry out a review of the cleaning requirements of the three facilities to determine whether the contracted cleaning hours for Copps and HCC are excessive."

Evaluation:

- Agreement
- Consolidating the responsibility for contract cleaning and security at three HECFI facilities under one salaried supervisor will provide for a more consistent, efficient and effective operation.
- The present contractual arrangements for cleaning and security are working well and provide the Corporation with much more flexibility as compared to an in-house service.
- A review of the cleaning requirements of the three facilities will be undertaken to determine whether cleaning hours are excessive, however, it must be stressed that a high standard for housekeeping has been established and a reputation has been achieved for same. Cost reductions will have a corresponding effect on this service standard.

Implementation:

- Immediately

Financial Implications:

- None

24. RECOMMENDATION #5.7 (Page 6)

"Investigate the viability of including all HECFI building security needs under one contract, and eliminate the current building security position."

Evaluation:

- Qualified agreement
- The present agreement for contract security services encompasses the three HECFI facilities. However, due to the dissimilar requirements of the facilities, the scope of service varies accordingly.
- Again, by consolidating the responsibility for building security at the three facilities under one salaried supervisor, a more consistent, unified and efficient operation will be provided.
- At Hamilton Place, contract security services are provided during weekend hours only. The contractual agreement with IATSE Local 173 restricts us from using contracted security forces during all other times thus making the elimination of the current building security position difficult.

Implementation:

- Immediately

Financial Implications:

- None

25. RECOMMENDATION #5.8 (Page 6)

"Reassign some operational duties where excessive funds handling or staff involvement exists. When instituting procedural changes, recognize the impact on operational efficiency, to ensure that the new practice does not add an unnecessary layer of employee involvement or record-keeping."

Evaluation:

- Agreement
- Certain operational practices will require review and recommendations made respecting improved effectiveness and efficiency. Input will be required from all levels of staff to identify and address these tasks and the impact of changes proposed for improvement.

Implementation:

- Immediately

Financial Implications:

- None

26. RECOMMENDATION #6.1 (Page 82)

"Re-evaluate the decision criteria applied to requests for Special Events Subsidy, to ensure that subsidies are distributed in a manner consistent with the objectives of this fund and that all HECFI rental reductions are reflected in fund accounting."

Evaluation:

- Agreement

Implementation:

- Immediate
- A recommendation will be submitted at the next meeting of the Board of Directors.

Financial Implications:

- Increased revenue

27. RECOMMENDATION #6.2 (Page 82)

"Develop a specific reduced rental scale at Copps Coliseum for not-for-profit groups, as has been developed for Hamilton Place and the Hamilton Convention Centre, in order to provide consistency in reduced rental charge practices."

Evaluation:

- Disagree
- The rental rate for each individual event will be negotiated
- Not-for-profit groups may make application to the Special Events Subsidy Fund.

Implementation:

- Now in progress

Financial Implications:

- N/A

28. RECOMMENDATION #6.3 (Page 82)

"Compile quarterly or semi-annual summaries of the net costs incurred by providing HECFI facilities to both not-for-profit and for-profit groups at reduced rates. Prepare an annual report indicating the economic impact created by attracting out-of-town and perhaps local area clients and patrons to HECFI. Prepare a quarterly summary of the value of reduced-rate items provided to clients as a sales incentive or as a policy compliance. Assign this task to the Marketing and Sales Department to reflect the marketing aspect of these reductions. Provide these reports to the Board and City Council as a basis for identifying the portion of subsidy that is directly related to meeting HECFI's mandate and to position the subsidy request in terms of overall community and economic benefits."

Evaluation:

- Qualified agreement
- This should be a report solely utilized as a management information tool to monitor costs.

Implementation:

- immediate

Financial Implications:

- None

29. RECOMMENDATION #6.4 (Page 85)

"Develop a promotional strategy that considers the remaining uncaptured sources of secondary revenue. Conduct an assessment of the potential benefits that can be gained through an increased emphasis on revenue sources that complement the core revenue-generated services at HECFI. Identify the specific staffing skills and costs that are required."

Evaluation:

- Agreement
- This issue was addressed in the 1990 Marketing Plan, and again in the 1991 Marketing Plan.
- Core Media has been assigned this additional task.

Implementation:

- Immediate

Financial Implications:

- Unable to determine at this time.

30. RECOMMENDATION #6.5 (Page 87)

"Expand the overall emphasis on maximizing revenue generating activities, both through expanding the volume of profitable events and through exploiting non-event related revenue opportunities."

Evaluation:

- Agreement

Implementation:

- Immediate

Financial Implications:

- Unable to determine at this time.

31. RECOMMENDATION #7.1 (Page 91)

"Create a Task Force composed of HECFI and City accounting personnel to identify processes that could be made more efficient through direct HECFI access to the accounts receivable and journal entry section of the City's General Ledger system. Involve the City MIS Department in reviewing the technical requirements that would be involved. Where practical, extend accounting system access rights to HECFI to permit direct access by HECFI accounting staff."

Evaluation:

- Disagreement with the need for such a recommendation at this time.

- Management feels that this recommendation would be of limited usefulness. At the current time, contrary to what is stated in the Comprehensive Audit Report, Finance and Administration has seven (soon to be eight) computer terminals which have direct access to the City's MSA General Ledger system. The Accounts Receivable aged trial balance is not on the City's General Ledger system and this is why HECFI does not have direct access to this report.
- The City has been reluctant from a system control and security perspective to allow internal users, such as HECFI, the capability to enter or change most items in its computer system. Management does not feel it is necessary to pursue this issue with the City at this time. Furthermore, the Board should be aware that transferring input responsibilities from City personnel to HECFI staff would reduce work currently done by City staff and increase the workload of HECFI's Finance and Administration Department, necessitating hiring more staff at HECFI.

Implementation:

- Not required. However, management will continue to liaise with City personnel as system refinements are made which could benefit HECFI.

Financial Implications:

- Not applicable.

32. RECOMMENDATION #7.2 (Page 92)

"Develop Lotus-based spreadsheets to transfer the manual ledger books onto computerized versions. Build in an integration capability wherever possible, to minimize the manual re-entry requirements in linked spreadsheets that use the same data. Ensure that daily tape backup is carried out on these additional files. Develop these spreadsheets under the direction of knowledgeable Finance personnel."

Evaluation:

- Qualified Agreement

- The development of computerized spreadsheets is feasible and is being implemented. The testing and setup time for each ledger is lengthy and we are, therefore, at about the halfway point towards finalization. The rest of the ledgers should be completed in the near future. However, present computer equipment is at its maximum utilization. As a result, an additional micro-computer and printer with related software is required.
- Tape backup facilities are not available or necessary on all machines. Backup is a lengthy process and weekly instead of daily backup would probably be more suitable and has been instituted.
- The development of fully integrated spreadsheets which produce automatic Journal Vouchers is probably beyond the expertise of present Finance Department staff and should be looked at in conjunction with recommendation 7.3.

Implementation:

- completed within 3 months of installing an additional micro-computer, printer and related software in the Finance and Administration Department.

Financial Implications:

- Leasing of another micro-computer and printer (\$1,500. per year) and purchase of software (\$600.).

33. RECOMMENDATION #7.3 (Page 95)

"Develop a corporate-wide MIS strategy to improve the efficiency of data management systems. Conduct a corporate-wide needs analysis in order to develop a solution which will allow internal compatibility and future growth, as well as meeting the most immediate current needs. Involve the key users through a Task Force to ensure that departmental needs are fully identified and reflected. Where practical, co-ordinate with the City's MIS Department to ensure that the technical options are fully understood."

Evaluation:

- Agreement
- Management has established a Steering Committee to implement a computerized facility management system.

Implementation:

- In progress

Financial Implications:

- \$150,000. has been allocated to the 1991 Capital Budget for this project.

34. RECOMMENDATION #7.4 (Page 95)

"Establish formal liaison mechanisms at the Manager level to maximize co-operation and integration of planning and decision-making between all three departments. In particular, stronger and earlier linkage between the Marketing and Sales and the Events Services Departments can be created through Managerial Planning Meetings and through "sign-off" requirements for non-routine marketing or sales initiatives."

Evaluation:

- Agree
- Recommendations #3.10 and #5.3 both deal with separating the Hamilton Convention Centre Events and Sales departments, yet this recommendation advocates establishing "linkage". The best way to maximize co-operation and integration of planning and decision-making is to have both departments report to the same Manager.

Implementation:

- Underway

Financial Implications:

- None

35. RECOMMENDATION #7.5 (Page 97)

"Increase the lead time for assigning client files to Events Coordinators from two weeks to four weeks prior to an event, to permit greater opportunity to develop more efficient events delivery solutions to client requirements. Provide temporary help to assist in orderly transition to the longer file assignment period."

Evaluation:

- Agreement. We have already begun the process of moving to the "month-out" system.

Implementation:

- To be completed by the end of March.

Financial Implications:

- no cost

36. RECOMMENDATION #7.6 (Page 97)

"Develop a method to determine an event's likely attendance level, to supplement the current 48-hour confirmation requirement. Investigate whether contacting the client to receive an expected attendance figure one week prior to the event would provide an adequate attendance indicator to enhance preparation by Events Delivery staff."

Evaluation:

- Agreement
- Moving to the "month-out" time-frame will also address this issue.

Implementation:

- Immediate

Financial Implications:

- potential cost recovery

37. RECOMMENDATION #7.7 (Page 101)

"Conduct an overtime review, initially on those positions reporting a 30 - 50% overtime load, to determine the causes of the overtime and to determine if a solution other than increased staffing is viable."

Evaluation:

- Management is in agreement with this recommendation.
- A review should be conducted on those positions with a 30 - 50% overtime load and a policy on overtime be developed at a future date.

- The problem is even more acute than suggested in the Comprehensive Audit Report since, for example in 1990, both the Director of Finance and Administration and the Comptroller worked overtime in excess of 55% (65% when taking into consideration vacation entitlements, statutory holidays, etc.). This overtime level has not changed materially since HECFI was created and thus there is the very real danger that these individuals may not be able to continue working these excessive levels of overtime. The Comprehensive Audit Report seems to suggest that unless expectations are reduced and unless there can be a curtailment of the number of special reports, projects and non-financial duties expected of Finance and Administration, there is likely little chance of reducing these hours.

Implementation:

- Within six months of the reorganization being implemented.

Financial Implications:

- None

38. RECOMMENDATION #7.8 (Page 102)

"Expand the Event Planning Staff by at least one Events-Coordinator. Examine options concerning a re-allocation of planning responsibilities, with the possibility of creating a Catering Services Coordinator to plan client's banquet and meal requirements, as a sub-set of the overall event planning activities. Move all client servicing tasks to the Events Planning Group,.

Evaluation:

- The organization structure will be presented by the CEO.

39. RECOMMENDATION #7.9 (Page 104)

"Investigate options to reduce the supervisory demands placed on HCC Duty Managers, particularly during multi-room events. Review the degree to which organizational changes relieve the burdens. Where necessary, consider the viability of returning to the system of "senior wait staff", either as a new full-time position or as part of the union contract."

Evaluation:

- Agreement

- The Banquets group lacks the available staff to provide room by room supervision, particularly during multi-room events. This creates extra burden on the three full-time banquets staff who act as Duty Managers during events.
- By delegating this responsibility to a junior person, more time is created for the Duty Managers to oversee event activities, attend to last minutes requests and to anticipate potential client difficulties.
- Accordingly, consideration will be given to returning to the system of senior wait staff as recommended.

Implementation:

- will be evaluated in detail once organizational structure in place and Manager of Food and Beverage hired

Financial Implications:

- to be determined once options are investigated

40. RECOMMENDATION #7.10 (Page 108)

"Reassess the roles and obligations of operating managers for conducting financial and quantitative analysis within their respective domains. Reduce the reliance now placed on finance and Administration for carrying out a "watchdog" function on line-by-line expenditures."

Evaluation:

- Agreement
- Management will immediately take steps to reduce the demands placed on Finance and Administration for numerical analysis. Managers will be made aware that they have responsibilities for financial and quantitative analysis that fall within their jurisdiction. As well, managers will be informed that they are responsible for expenditure assessment and thus the Accounting Supervisor will no longer review and approve invoices under \$500.00.

Implementation:

- June 1, 1991

Financial Implications:

- None

41. RECOMMENDATION #7.11 (Page 108)

"Revise some minor operating procedures to improve liaison and to eliminate the one identified area of minor overlap with the City's accounting functions. Involve City employees to ensure the appropriateness of the changes, as the tasks to be eliminated would likely be those carried out by the City employees."

Evaluation:

- Agreement
- We have completed our review of the 3 minor issues addressed in the background to this recommendation as contained in the Comprehensive Audit Report. We will continue to minimize any possible overlap of accounting duties between HECFI and the City.

Implementation:

- Done

Financial Implications:

- None

42. RECOMMENDATION #7.12 (Page 109)

"Assess methods to reallocate Finance & Administration staff time once other responsibilities are adjusted, in order to provide additional clerical support to the Human Resources function."

Evaluation:

- Agreement
- Finance and Administration will conduct a review of its operations once responsibilities are adjusted as a result of the implementation of the recommendations contained in the Audit Report. The Board is cautioned, however, that it may still be necessary to hire additional staff in the department if overtime cannot be rectified.

Implementation:

- Within six months of the implementation of the reorganization structure.

Financial Implications:

- An additional person for clerical and backup support to the Administrative Coordinator, who handles the Human Resources function, may still be necessary even after responsibilities within the Finance and Administration Department are adjusted.

43. RECOMMENDATION #7.13 (Page 109)

"Consider transferring the "night-of-events" financial settlement responsibility to the Box Office Manager, with periodic involvement of the relevant Sales Executive or Finance staff, when the expected settlement is large or complex."

Evaluation:

- Qualified agreement in terms of transferring the "night-of-events" financial settlement away from Finance and Administration personnel.
- Management disagrees with transferring the "night-of-events" financial settlement responsibility to the Box Office Manager since the position already entails working excessive overtime. As a result, the implementation of this recommendation would increase rather than decrease her overtime. Furthermore, our concern is that her primary function is the efficient selling of tickets and thus she would be distracted from her main function on the night of shows.
- It is management's unanimous agreement that "night-of-events" financial settlements be completed by the Events Manager who already plays a vital role in compiling event charges during "night-of-events" financial settlements.

Implementation:

- Once the reorganization structure is implemented.

Financial Implications:

- None

44. RECOMMENDATION #7.14 (Page 111)

"As part of an internal compensation strategy, adopt a five-year cycle to review the external competitiveness of salary levels. Based on the timing of the last survey, a new survey should be scheduled for 1991 or early 1992."

Evaluation:

- Management agrees with the adoption of a five-year cycle to review external competitiveness of salary levels within HECFI, and that the market study should commence in 1992.
- The previous compensation study which reviewed the internal and external competitiveness of salary levels respecting full-time HECFI employees began on or about July 1, 1986 with the review of current job descriptions. With the timing expectations for completion, the installation of the new pay plan was initially to be effective retroactively to July 1, 1986 but was subsequently amended to be effective January 1, 1987. As the study continued, it was further amended that the implementation of the new pay plan be effective January 1, 1987 but that the economic adjustment not be effective until January, 1988.
- If we are to accept the recommendation of the comprehensive audit recommendation to adopt a five-year cycle with an external market validation in early 1992, it becomes clear that the auditors recognize that the study itself was July, 1986, rather than the implementation of the new pay plan and economic adjustment which took place on January 1st of 1988.
- In checking with the City's Manager of Wage and Salary Administration, the City/Region does not have a stated compensation policy in place and they are sensitive to the market only with respect to recruitment. The market study should be done by an outside consultant who will work with management in identifying key jobs that will match with the market and test our competitiveness. Depending on the findings, it may be that a new pay line/structure/grid is necessary to line up with the market. At present, we are aligned with the City, and the consultant will have to look at both the external market as well as those jobs that are on parity with the City/Region. It may not be necessary to have a whole scale job evaluation throughout HECFI, just a external market validation as measurement.

Implementation:

- mid 1992

Financial Implications:

- to be in 1992 budget

45. RECOMMENDATION #7.15 (Page 111)

"Carry out a job re-evaluation of all positions within HECFI to ensure that pay equity and internal equity are being maintained, once the recommended organizational restructuring is complete."

Evaluation:

- Management feels that this task will be accomplished for those positions that are affected through the organizational restructuring through job evaluation with the use of the applicable job descriptions and the job evaluation plan. With respect to all other jobs throughout HECFI, the market study will review remaining positions and re-evaluate to ensure that pay equity and internal equity is maintained.

Implementation:

- job evaluation for positions affected by re-organization completed within two months
- all other positions in 1992

Financial Implications:

- to be in 1992 budget

46. RECOMMENDATION #7.16 (Page 112)

"Initiate a charge-back system to recoup some of the time and costs applied to promotional services at Hamilton Place. Carefully manage the transition, so that promoters will understand the nature of the change and will respond positively."

Evaluation:

- Agreement
- This must be coordinated with recommendation #5.5; contracting for outside services.

Implementation:

- Immediate

Financial Implications:

- Unable to determine at this time.

47. RECOMMENDATION #8.1 (Page 114)

"Investigate mechanisms to enhance the reporting linkage between the HECFI Board of Directors and City Council, to increase Council's level of awareness of critical issues that are brought to Council's attention."

Evaluation:

- City Council and HECFI Board of Directors to address

48. RECOMMENDATION #8.2 (Page 116)

"Report specific performance indicators which will provide both an indicator of positive results and an "early warning system" for poor and declining performance. Assign the responsibility for recording and calculating these to the Departments whose performance is reflected by the indicator."

Evaluation:

- Agreement
- To adequately assess performance, in terms of both quantity and quality, specific indicators must be developed, tracked and analyzed.
- As recommended, performance indicators gauging revenue generated as compared to available square footage (HCC) or available seat (Copps and Hamilton Place), can provide vital information to assess event profitability.
- From a marketing and sales prospective, events will be categorized to illustrate programming source and/or according to event type so as to reflect the HECFI Mission Statement i.e. diversified programming, achievement of sales goals.
- The evaluation and analysis of these indicators will provide management with the tools required to determine the efficiency and effectiveness of the delivery service and sales initiatives.

Implementation:

- Immediately, with recommended reorganization. Performance indicators to be developed by both the Operations and Marketing/Sales Departments with assistance from the Finance and Administration Department.

Financial Implications:

- None

49. RECOMMENDATION #8.3 (Page 118)

"Change the current facility-based budgeting and financial reporting methods to reflect the recommended organizational structure based on Departments. Include a capability to evaluate the relative profitability of events, so that valuable facility-based information is not lost."

Evaluation:

- Qualified Agreement
- Management's intention is to modify the accounting and budgeting system to fit the proposed function-based structure. It is not our intention to develop a system to show the profitability of each event since the cost of providing this information would be prohibitive. However, it would be our recommendation that the accounting system be structured so that revenues and expenses be assigned to activity centres and that within each activity appropriate facility-based information be provided. We believe that such an approach would provide useful information at a much lower cost. As outlined in the Audit Report, this latter system was used in three of the comparator facilities reviewed.

Implementation:

- See comments provided under recommendation #3.5.

Financial Implications:

- See comments provided under recommendation #3.5.

50. RECOMMENDATION #8.4 (Page 119)

"Review the distribution lists of management reports and activity notification, to ensure that the information is provided to the appropriate people, and that unnecessary distribution is minimized."

Evaluation:

- Agreement.
- Management has initiated a review of the distribution and volume of documentation forwarded to Board Members and at the Board's meeting January 18th, 1991, a recommendation was approved to amend the agenda circulation process in order to reduce documentation being circulated unnecessarily; to circulate back-up documentation with Committee agendas only (this information will not be recirculated with the Board agenda); copies of Committee minutes will no longer be circulated to the full Board; and information items discussed at the Committee level will no longer be reported to the full Board which will receive only formal recommendations from Committees.
- It is agreed that the current process for the distribution of information to the Board be maintained with the proviso that staff continue to monitor the process with a view to identifying further ways and means to metre the process.
- In respect of management reports, an ad-hoc Reports/Forms Committee will be established, comprised of various members of mid and senior managers from each of the three functional departments. The mandate of that Committee will include the complete review of all HECFI's reports and forms with a view to recommending the continuance or discontinuance, amendment/revision of each report/form. The review process will also include a review of the distribution lists for each report with a view to ensure that reports are appropriately and efficiently circulated.

Implementation:

Project completion date is targeted at June, 1991.

Financial Implications:

Unable to determine at this time

51. RECOMMENDATION #8.5 (Page 121)

"Expand the monitoring and reporting activities to include measures which reflect increases in workload demands. Report on these annually, at a minimum, as part of the budget justification process. More frequent reporting may be necessary for selected measures which could act as an early-warning sign of performance problems."

Evaluation:

- Agreement
- The Marketing and Sales and the Events Delivery Services Departments will accumulate, tabulate and annually report on the three areas of activity suggested in the Audit Report (event complexity, impact of activities which generate secondary revenue and non-revenue, but mandate-related activities). This Annual Report would be part of the budget presentation.

Implementation:

- Once the reorganization structure is implemented.

Financial Implications:

- None

52. RECOMMENDATION #8.6 (Page 123)

"Review the method of recording events at all three facilities to ensure that consistent definitions and criteria are applied. In particular, assess the event activity recording method at Copps Coliseum, to identify a more effective method of reflecting the services being offered to the community."

Evaluation:

- Agree

Implementation:

- Immediate

Financial Implications:

- None

53. RECOMMENDATION #9.1 (Page 126)

"Recognize and accept the strategic importance of positive employee morale, and develop methods to eliminate or reduce the underlying causes of low morale. The Board and the CEO will need to play a central role in supporting and leading these initiatives."

Evaluation:

- The HECFI Board of Directors, along with the CEO to address.

54. RECOMMENDATION #9.2 (Page 127)

"Develop an organizational recognition system to reinforce activities that support HECFI's objectives and standards of service performance. Consider the use of a task force to develop a set of recommendations on employee recognition for final consideration by senior management."

Evaluation:

- Agreed
- Included in the Marketing Plan is a provision and a budget to develop a recognition system. Our ad agency is consulting with staff on this item.

Implementation:

- In progress

Financial Implications:

- Included in 1991 Budget.

55. RECOMMENDATION #9.3 (Page 112)

"Review existing human resources practices and policies, to ensure that:

- systematic procedures are in place to identify needed job skills;
- qualified or potentially qualified employees who could be considered for promotion are identified;
- job postings and recruitment processes provide fair opportunity; and
- employment practices are perceived to be fair to all."

Evaluation:

- Management agrees that the existing human resources practices and policies should be reviewed and the City Human Resources Centre is currently involved in a detailed study called the Performance Excellence Programme of which the focus is to evaluate and improve the management of performance and human resource issues.
- Training supervisors and managers will be an important part of assisting employees in meeting organizational objectives. Recently, new requisition forms were implemented which ask that management outline criteria/skills required for the position requisitioned. This has improved the recruiting and selection process. The City of Hamilton policy and HECFI's policy is to post all jobs and provide fair opportunity to all, unless approval of the Commissioner of Human Resources is sought and received for policy to be waived.

Implementation:

- immediately

Financial Implications:

- n/a

56. RECOMMENDATION #9.4 (Page 130)

"Review training strategies at the Department-level, to ensure that attention is provided to skill requirements and to encourage cross-training between dependent work units. Encourage internally-promoted Managers to seek training in effective managerial and supervisory practices, to update their skills.

Evaluation:

- Agree
- This has been identified as a problem within the organization and steps are now being taken to link training requirements with annual performance appraisals.

Implementation:

- Immediate

Financial Implications:

- Included in departmental staff budget line.

57. RECOMMENDATION 10.1 (Page 134)

"Recognize the need to provide secure office locations with a measure of privacy for those positions dealing with confidential information. In particular, locate a more secure office space for the Administrative Coordinator to adequately protect confidential employee information. Ensure that this change permits ready access by the Administrative Coordinator to others in the Finance and Administration Department."

Evaluation:

- Management has recognized the need for more secure office space for the Administrative Coordinator, and will relocate the office at a minimal cost within the Finance and Administration Department.

Implementation:

- as soon as possible following the reorganization

Financial Implications

- unknown at this time

58. RECOMMENDATION #10.2 (Page 135)

"Gather the current, critical operating policies and procedures and compile into appropriately indexed policy and procedure manuals. Distribute to the relevant operating departments, with guidance on their use. Ensure that essential, undocumented procedures, particularly those which affect customer services and operating efficiency, are developed into a written format.

Evaluation:

- Agree
- Management will endeavour to develop an indexed policies and procedures manual for each department as it pertains to the function.

Implementation:

- In progress

Financial Consideration:

- Unable to determine at this time.

59. RECOMMENDATIONS #11.1 (Page 139)

"Capitalize on the pending availability of Hamilton Place's Studio Theatre in 1991 by assigning the task of developing a renewed programming and marketing plan to the newly recommended position of Entertainment Programming and Sales Manager."

Evaluation:

- Agreement

Implementation:

- A soon as the Entertainment Programming and Sales Manager is hired.

Financial Implications:

- None

1. RECOMMENDATION #3.0 (Pages 15 & 16 - not a formal recommendation)

"Reconcile HECFI's current Mission Statement and corporate objects relating to the City's investment intention."

Evaluation:

- City Council to address

4. RECOMMENDATION #3.3 (Page 21)

"Hold a meeting of the Board specifically to discuss what is focus should be among the choices of setting policy directions, promoting HECFI, or acting as a management committee."

Evaluation:

- HECFI Board of Directors to address

47. RECOMMENDATION #8.1 (Page 114)

"Investigate mechanisms to enhance the reporting linkage between the HECFI Board of Directors and City Council, to increase Council's level of awareness of critical issues that are brought to Council's attention."

Evaluation:

- City Council and HECFI Board of Directors to address

53. RECOMMENDATION #9.1 (Page 126)

"Recognize and accept the strategic importance of positive employee morale, and develop methods to eliminate or reduce the underlying causes of low morale. The Board and the CEO will need to play a central role in supporting and leading these initiatives."

Evaluation:

- The HECFI Board of Directors, along with the CEO to address.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 1

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: FUNDING OF \$37,248.89 ADDITIONAL
REQUIREMENT FOR CARPARK #67

RECOMMENDATION:

That the shortfall of \$37,248.89 required to complete the improvements to Carpark #67 (Queen, Hess, Peter, Napier), Centre 908545001, be funded from the balance available in the "Property Acquisition" account 708445001 related to the same project.



E. C. Matthews

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation.

BACKGROUND:

The General Manager of the Parking Authority has requested the Treasurer to recommend the method of financing this shortfall, in his report to the Finance and Administration Committee on the awarding of the construction contract.

RECOMMENDATION

DATE: 27 February 1991

REPORT TO: John Thompson, Secretary
Finance and Administration Committee

FROM: Peter G. Baker, General Manager
The Parking Authority of the City of Hamilton

SUBJECT: Shortfall in funding for Improvements to Municipal Carpark bounded by Queen, Hess, Peter, and Napier Streets

RECOMMENDATION: (1) That King Paving (lowest of four tenders) be awarded the contract for improvements to Municipal Carpark #67 (bounded by Queen, Hess, Peter, and Napier Streets) at the total price of \$344,880.39 (including the cost of contract administration); funds to be taken from account #CF Centre 908545001; and,

(2) that the City Treasurer recommend the method of financing the shortfall for this project which amounts to \$37,248.89.


Peter G. Baker, General Manager

FINANCIAL IMPLICATION: This item has been in the approved Capital Budget for an extended period of time. It was delayed because discussions had been held concerning its future and was re-affirmed for use as Municipal parking by Council in 1990. The improvements to this carpark will dramatically affect its appearance and also make it possible for the Parking Authority to park an extra 90 vehicles on the site, thus enhancing the parking situation for persons working or visiting the downtown core as well as those attending events at Copps Coliseum. Further, in due course, the extra revenues to be collected will offset the cost of the work.

BACKGROUND: The Parking Authority approved this action at its meeting of February 21, 1991.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 4

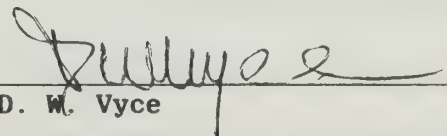
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Former West Avenue School

RECOMMENDATION:

That proposals be called, through the placement of an advertisement in the Hamilton Spectator and Brabant Newspapers, for the use of the former West Avenue School by non-profit social, charitable and community based organizations.


D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N/A

BACKGROUND:

On September 1, 1987, the City purchased the former West Avenue School from The Board of Education for the sum of \$270,000.00 for off-street parking purposes.

Since that time, City Council has directed that the building not be demolished and the site used for parking as the structure is architecturally significant and the premises would provide ideal space for non-profit social, charitable and community service organizations in Hamilton.

Since purchase, the building has been the home of Theatre Aquarius under a lease agreement which expires on June 30, 1991. As you are aware, Theatre Aquarius is building a new Theatre at the corner of King William Street and Ferguson Avenue which is expected to be ready for occupancy by September 1991. At that time Theatre Aquarius will move into their new home and the former West Avenue School will be vacant.

There have been numerous non-profit social, charitable and service organizations who have contacted the City with respect to the future use of the building. Some have approached the Standing Committees of Council in a more formal manner expressing an interest in the building. A few "profit" making solicitations have also been received.

The following is a list of organizations which have expressed an interest in occupying the building:

- a) Day Care Centre and offices (proponent, Carl Kopriva, Developer)
- b) Residential care facility (proponent, Jim Gates, Developer)
- c) Co-operative Housing (proponent, West Hills Co-operative Homes)
- d) Health-related Community Services Centre - office space
- e) Museum - Hamilton Children's Museum
- f) Stroke Recovery Association
- g) Multiple Sclerosis Society
- h) Canadian Paraplegic Association
- i) Suicide Prevention
- j) Council on Family Violence
- k) Canadian Diabetes Association
- l) Epilepsy Foundation
- m) Association for Bright Children
- n) The Lung Association
- o) Resource Centre for the Hearing Impaired
- p) Junior Achievement of Hamilton-Wentworth
- q) West Avenue School Self Help Centre
- r) Arts Council of Hamilton

There will no doubt be other organizations in the City interested in occupying the premises once the call for proposals is made known.

In order to give all non-profit social, charitable and community organizations the opportunity to bid on the use of the building, it is felt most appropriate to call for proposals through advertisements in the Hamilton Spectator and the Brabant Newspapers.

4 March 1991

Finance and Administrative Committee

Page 3

Accompanying this report is the advertisement we propose to place in the newspapers. Assuming Council approves of our recommendation, the advertisements will be placed forthwith.

A review of all proposals will follow and a report submitted to the Finance and Administration Committee for its consideration.

Attach.

c.c. - Alderman B. Hinkley, Alderman, Ward 3
- Alderman D. Drury, Alderman, Ward 3
- Mr. Lou Sage, Chief Administrative Officer
- Mr. E. C. Matthews, Treasurer
- Mr. M.C.J. Watson, Manager, Real Estate Division
- Mr. R. Swan, Manager, Property Maintenance Division
- Mr. A. L. Georgieff, M.C.I.P., Director, Local Planning Division
Attention: Ms. N. Chapple

(50.20.53 - 2719)

THE CORPORATION OF THE CITY OF HAMILTON INVITES PROPOSALS FROM NON-PROFIT SOCIAL, CHARITABLE AND COMMUNITY SERVICE ORGANIZATIONS FOR THE USE OF THE FORMER WEST AVENUE SCHOOL-BARTON STREET EAST AT WEST AVENUE, HAMILTON.

Located at south-west corner of Barton Street East and West Avenue North, the former West Avenue School building containing approximately 18,000 square feet is situated on a parcel of land measuring 142'-8" x 195'. The building is divided into twelve classrooms approximately 28'x 32' in size. The building also contains a gymnasium with stage having an overall area of 3,200 square feet.

City Council has expressed a desire to retain this architecturally significant building and make it available for use to non-profit social, charitable and community service organizations.

Written proposals for the occupancy of all or part of the building must include specifics as to the amount of space required, a complete background on the nature of your organization and the service provided, general "hours of business", and current place of occupancy. Any other details which will enable the City to evaluate your proposal including the ability of your organization to pay rent and operating costs would be welcome.

The premises is expected to be available for occupancy by fall of 1991 following the departure of the current tenant.

Proposals are made at the expense of the proponent. The City is not bound to accept any of the proposals submitted.

All inquiries regarding the property may be directed to the Property Department, Real Estate Division, City Hall, 71 Main Street West, Hamilton, Ontario, L8N 3T4, Monday to Friday from 9:00a.m. to 5:00p.m. - telephone (416) 546-4500.

Persons wishing to view the interior of the premises must first make arrangements with the Real Estate Division of the Property Department who will co-ordinate visits with the existing tenant of the building.

Sealed proposals clearly marked as to contents should be addressed to Mr. K. E. Avery, City Clerk and will be received up to 11:00a.m. April 17, 1991 at that office.

City Hall, Hamilton, Ontario
March 16, 1991

K. E. Avery
City Clerk

11:00 a.m.

11.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 4

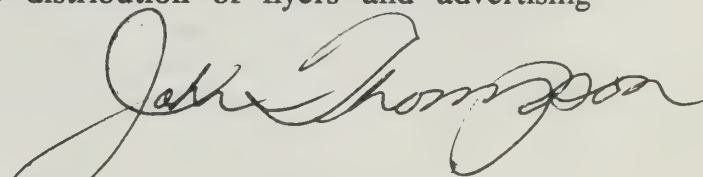
REPORT TO: Chairman and Members
Finance and Administration Committee

FROM: Mr. John Thompson, Secretary
Handbill Sub-Committee

SUBJECT: BY-LAW RESPECTING BILL POSTERS AND BILL
DISTRIBUTORS

RECOMMENDATION:

- (a) That the attached final Draft By-law to replace Schedule 19, to Licensing By-law 79-323 Respecting Bill Posters and Bill Distributors, be enacted by City Council.
- (b) That, upon enactment of the attached By-law, a letter be forwarded to Canada Post Corporation ("Canada Post") requesting voluntary compliance with the provisions of the By-law in the delivery of advertising flyers and handbills.
- (c) That the Honourable Harvie Andre, Minister responsible for Canada Post Corporation, be requested to amend the Canada Post Corporation Act, Revised Statutes of Canada 1985, Chapter C10, to require compliance with Municipal By-laws regulating the distribution of flyers and advertising material.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Unknown at this time. It is, however, anticipated that some increased activity will occur in the Licence Division of the City Clerk's Department through complaints during the initial phase-in period of the By-law. An assessment of enforcement costs will be reviewed for consideration in the 1992 budget expenditures.

BACKGROUND:

Also attached are the following for your information and review:

- (a) City of Montreal Public Article By-law along with their ordinance.
- (b) Copy of a report of the Commissioner of Public Works and the Environment, City of Toronto, dated 1991 January 8, to the City Services Committee regarding the distribution of advertising material - "junk mail".
- (c) Copies of newspaper articles on advertising flyers and handbills.

att.

CITY OF HAMILTON

- INFORMATION -

DATE: 1991 January 30

REPORT TO: Mr. J. D. Thompson, Secretary
Handbills Sub-Committee, of the Keep Hamilton Clean Committee

FROM: Ron A. Sabo, Assistant City Solicitor
Law Department

SUBJECT: Amendment/Bill Distributors
License By-law

BACKGROUND:

A public meeting on an earlier draft of the by-law was held on October 1, 1990. Suggestions and concerns raised at the meeting required revision of the earlier draft by-law.

DISCUSSION:

The draft is a proposed amendment to the current licensing by-law, which adds regulations governing the distribution of handbills, such as advertising flyers. The by-law was prepared according to the specifications of the Sub-Committee, and included minor housekeeping changes to the rest of Schedule 19, to both incorporate the suggested amendments, and to clarify the wording of the Schedule which has not been updated since at least 1979.

The intention of the proposal is to control unwanted distribution and problems caused thereby, including litter, unwanted advertising, nuisances from delivery persons damaging property, and stacks of paper indicating the residents are absent. The Sub-Committee's major concern is commercial advertising, and the by-law only exempts those business which deliver their own advertising. This was a policy decision and relates to the fact that businesses will be reluctant to offend customers by improper delivery.

LEGAL IMPLICATIONS:

Content of Draft By-law:

Section 2(1) is essentially unchanged, requiring various businesses to obtain a licence, including handbill distributors.

Section 2(2) provides exceptions to the requirement for a licence for persons distributing handbills, and which correspond with the practices followed by the Licensing Department. Exceptions are set out in this subsection for distribution of flyers through the mail(**paragraph (a)**), for which the City lacks jurisdiction; and for those bills which the owner pays to have delivered, or are contained in materials in which the owner has

delivered under contract(**paragraph (b)**), such as flyers delivered along with newspapers, etc. The delivery of these handbills can be controlled by the owner through contract or by complaint.

While regular newspapers are exempted under **paragraph (b) of Section 2(2)**, community newspapers are delivered free of charge, and are exempted under **paragraph (c)**. These newspapers will remove a persons' address from a delivery list on request, but because they are delivered free of charge, so no contract exists.

Paragraph (d) clarifies to the reader that community, political and religious groups are excluded, although these would tend not to be businesses in any event.

Paragraph (e) exempts businesses delivering their own advertising, as they are not strictly in the business of distributing handbills. This paragraph recognizes that controls upon distribution directly affect the need for, and choice of advertising, and the likelihood that small or new businesses often resort to direct advertising because of cost and location.

Section 2(4) clarifies that the license is not permission to trespass, and the subsection does not itself create an offence under which a charge can be laid. The use of the laws respecting trespass would be more appropriate in circumstances where property is damaged or where other offenses are committed, and the involvement of the City is unnecessary.

Sections 4 and 5 have existed in Schedule 19 for at least 10 years and changes made thereto were simply housekeeping changes to grammar and syntax.

Sections 6 and 7 contain the changes to Schedule 19 recommended at the Handbill Subcommittee. **Section 6** sets out regulations which apply solely to bill distributors. The provisions permit the charging of businesses whose employees ignore the regulations for delivery and non-delivery of bills.

In particular, **section 6(1)** requires the use of existing driveways and walkways of properties to which deliveries are made. This is aimed at addressing complaints of bill distributors walking across lawns, flowerbeds, etc.

Section 6(2) governs the manner of delivery of bills, and where bills cannot be delivered properly, in accordance with those regulations, then the bill distributor must not leave materials at those premises. The regulations require delivery within the existing mailbox or slot and the closing of the slots so that bills are not visible. This is aimed at preventing noticeable accumulation of bills, and to ensure so that they are not displaced by wind or damaged by rain.

Section 6(3) provides for the ability of an owner to refuse deliveries, by displaying a sign in the form as set out in the by-law. The City will supply copies of the sign, but any already existing sign which would prohibit such deliveries is useable. Such signs may be used on a permanent basis, or on a temporary basis, such as when the occupants are away on holidays.

Sections 6(4) and (5) provide for the identification of persons making deliveries, and on the materials delivered. Either the bill distributor is required to wear clothing or similar displays, which show the name of the licensed bill distributor and their telephone number; or the bills or their wrapper must be stamped with the name of the bill distributor, the telephone number and the mailing address. Knowing the identity of bill distributors will allow direct complaints from residents to distributors, which may reduce costs of enforcement.

Section 7 aids in the enforcement of sections 6(4) and (5), by clarifying the correct name, telephone number and mailing address to display.

Section 8, setting out the fees for licenses, shows an increase for bill distributors, currently \$28.00 to \$100.00, to cover increased costs of enforcement.

Provisions were drafted to allow direct contact amongst residents, advertisers and distributors, recognizing direct complaints can be effective in addressing some delivery and environmental concerns. No deletion was made to Schedule 19 for regulations governing other forms of businesses. The definitions are to aid the enforcement of the by-law, and clarify the exceptions to the requirement to obtain a license.

Enforcement:

Enforcement will be on a complaint basis. Except for the offence of not having a licence, most charges against bill distributors will require as witnesses both the inspector, and property owner.

The requirement for a license gives the City control over issuance a license, based on compliance with general laws, and municipal by-laws. Problems can be addressed by warnings before the License Committee, or where appropriate, by suspensions or revocations, upon the approval of Council. Businesses operating without a license may be charged under the general licensing by-law. There is no requirement for employees to be licensed, unchanged from the original by-law.

The detailed regulations will require detailed evidence to enforce. As well, because the regulations are so specific, a number of minor offenses are created (For instance, the failure to close the mailbox or slot after placing a bill inside is an offence under the by-law). While such offenses can be pursued in court, a court is likely to apportion the fine in accordance with its opinion of the trivial nature of the offence. While some offenses created may seem minor, and fines obtained cost-ineffective, the License Committee has authority to recommend suspensions and refusal to renew licenses based on a number of offenses, and failure to correct improper delivery methods.

Some problems may also arise with the identification of businesses which do not have licenses, as is possible with any licensing by-law. After a delivery, there may be little proof available to identify the distributor. However, large scale patrols of the City for offenders, would be expensive to regularly conduct. As well, the authority of municipal license inspectors does not extend to arrest and demand of identification. As with all such

matters, inspectors must obtain such identification, and the identity of the employer through the willingness of the person they are questioning. Advertising will identify the source of the advertiser, giving opportunity for further investigation.

The visibility of the NO HANDBILLS sign, or other signs will also be important to enforcement. Locating signs at entrance gates or mailboxes is suggested, multiple signs may limit deliveries at residences which have more than one entrance.

The City, as prosecutor, has discretion against whom charges are laid and in what circumstances, allowing the lack of proof to be considered in each case.

The Corporation of the City of Hamilton

BY-LAW NO. 91-

To Replace Schedule 19, To Licensing By-law 79-323

Respecting :

BILL POSTERS AND BILL DISTRIBUTORS, ETC.

WHEREAS Paragraph 8 of Section 230(1) of the Municipal Act, R.S.O., 1980, Chapter 302, provides that by-laws may be passed to license, regulate and govern bill distributors, advertising sign painters, bulletin board painters, and sign posters;

AND WHEREAS Paragraph 76 of Section 210 of the said Municipal Act, provides that by-laws may be passed to prohibit the throwing, placing or depositing of debris or refuse on private property or on the property of the municipality or local board thereof, without the authority of the owner or occupant;

AND WHEREAS Paragraph 5 of Section 315 of the said Municipal Act, provides that by-laws may be passed to prohibit the throwing, placing or depositing of dirt, filth, glass, handbills, paper or other rubbish or refuse on any highway or bridge;

AND WHEREAS Section 160 of the Regional Municipality of Hamilton-Wentworth Act, R.S.O.1980, Chapter 437, provides that the council of the City of Hamilton may pass any by-law that a board of commissioners of police is authorized to pass under the Municipal Act;

AND WHEREAS it is considered desirable and expedient to amend Schedule 19 to City of Hamilton By-law 79-323, to further regulate bill distributors to prevent and reduce nuisance and litter;

AND WHEREAS the Council of the Corporation of the City of Hamilton, in adopting Item of the Report of the Finance and Administration Committee at its meeting held on the day of February 1991, directed that Schedule 19 to By-law 79-323 be repealed and replaced as hereinafter provided.

NOW THEREFORE the Council of the Corporation of the City of Hamilton enacts as follows:

1. Schedule 19 to By-law 79-323 of The Corporation of the City of Hamilton, enacted on the 27th day of November, 1979, and amended by By-law No. 84-244, By-law No. 88-271, By-law No. 89-347, and By-law No. 90-338 is hereby repealed in its entirety, and the following substituted therefor;

SCHEDULE 19

To City of Hamilton By-law No. 79-323 respecting:

BILL POSTERS AND BILL DISTRIBUTORS, ETC.

PART 1 : Definitions

1.(1) For the purposes of this Schedule, "bill" shall include a written or printed handbill, notice or advertisement, and any envelope, covering, wrapper, or container in which a bill is enclosed.

(2) In this Schedule "newspaper" shall include a printed publication in sheet or magazine form, intended for general circulation and published regularly, consisting in great part of current news of events of general interest, taking into account the date of publication and the date of distribution of the publication in respect of whether or not the news is current.

(3) In subsection 2(2) the "sale of the goods or services of the publisher" shall not include the sale of subscriptions to the publisher's newspaper.

PART 2 : Requirement for License

2.(1) No person shall carry on or engage in any of the following businesses or trades :

- (a) bill poster;
- (b) advertising sign painter;
- (c) bulletin board painter;
- (d) sign poster; or
- (e) bill distributor,

without first obtaining a licence under this Schedule entitling them to do so.

(2) A license is not required under paragraph 2(1)(e), by a person engaged in the trade or business of distributing bills, if the bills are being distributed or delivered:

- (a) by mail,
- (b) according to, or within materials delivered by a subscription or contract with the owner or occupier of the premises at which the bills are delivered,
- (c) in newspapers delivered free of charge to the owner or occupier of the premises at which delivery is made, where the main purpose for distribution of the paper is not to advertise the sale of the goods or services of the publisher,
- (d) by or for community, political or religious groups who are soliciting membership or participation in such groups, or attendance at meetings dealing with community, political or religious issues, or
- (e) by an owner or employee of a business distributing the business's own bills,

and except for section 4, this Schedule does not apply to such distributions and deliveries.

(3) An employee of a person licensed under paragraphs 2(1)(a) through (e) is not required to be licensed under this Schedule for the purposes of such employment.

(4) A license for the distribution of bills issued under this Schedule is not authority to enter upon or commit a trespass against any property without the consent of the owner or occupier thereof.

PART 3 : Miscellaneous Prohibitions

4. No person shall post, distribute, or cause or permit the posting or distribution of any poster, picture or handbill that is indecent or that tends to corrupt morals.

5. No person, required under the provisions of this Schedule to be licensed, shall distribute, or cause or permit to be distributed, any poster, picture, bill, printed matter or other paper whether printed or not, by having the same:

- (1) handed to any person in any highway or other public place;
- (2) deposited in or on any motor vehicle;
- (3) deposited on any lawn, driveway, lane, walkway, or other such place; or
- (4) deposited on any highway, bridge, alley, park or other public place;

and every such person shall be responsible for any such non-compliance by any of their employees, servants or agents in the course of such employment or agency.

PART 4 : Regulation of Bill Distribution

6. No person, required under the provisions of this Schedule to be licensed as a bill distributor, shall distribute bills, or cause or permit the distribution of bills, contrary to the following regulations :

(1) Persons distributing bills to private property shall use only the existing driveway or walkways of the property at which the deliveries are being made;

(2) Where the delivery of bills to private property is permitted, such deliveries shall be made so that :

(a) Subject to subsection (3), the bills shall be placed inside the mail box or mail slot, where a mail box or slot exists, and the box or slot shall be closed so that the bills are not visible from outside such box or slot,

(b) Also subject to subsection (3), where no mail box or slot exists, bills must be securely affixed to the property in a place and manner near an entrance door, so as not likely to be displaced by wind, exposed to rain or snow, or to view from the highway, or other public place, or

(c) Where paragraphs (a) or (b) apply, but the provisions thereof cannot be fully complied with, then no bills shall be left at or on the property, without the consent of the owner or occupant thereof;

(3) No distribution of bills shall be made to private property without the consent of the owner thereof, where the property displays, visible from a highway, lane, driveway, walkway, verandah, porch, step or other such approach to a doorway :

(a) a "NO HANDBILLS" sign in Form 1, as set out in Appendix "A" hereto annexed, which appendix is included in, and forms a part of this Schedule, or

(b) any other sign indicating the owner or occupier of the property prohibits such deliveries;

(4) Subject to sub-section (5), the name and telephone number of the licensed bill distributor, shall be legible and visible from the back of persons distributing bills for the licensee, by having the same in characters at least 5 centimetres in height on a contrasting background, printed on a vest, coat, delivery bag, carrying cart, or other equivalent means of display carried on or about the person making deliveries;

(5) The requirements of sub-section (4) do not apply where the licensed bill distributor has legibly printed on the bills delivered, or the envelope, covering, wrapper, or container in which the bills are delivered, in characters at least 1.2 centimetres tall, the name of the licensed bill distributor, their telephone number and mailing address;

(6) No other sign or display shall be carried by persons distributing bills, which would tend to confuse or mislead an observer as to the identity and telephone number of the licensed bill distributor required to be displayed by subsection (4);

and every such bill distributor shall be responsible for any such non-compliance by any of their employees, servants or agents in the course of such employment or agency.

7. For the purposes of subsections 6(4) and 6(5), the name, telephone number, and mailing address of a licensed bill distributor shall be deemed to be the same as the information supplied with the application to the Corporation of the City of Hamilton for the license, unless the bill distributor delivers to the Licensing Department of the said City, at least five days prior to use of the name, address, or telephone number, a written

request setting out the name, address and telephone number supplied with the application and any changes requested to such information, along with the license number of bill distributor.

PART 5 : License Fees

8. The amount of the licence fee for a licence granted under this Schedule shall be as follows :

(1) Bill distributor.....\$100.00;

(2) Bill Poster, Advertising Sign Painter, Bulletin Board Painter, Sign Poster.....\$605.00.

2. Appendix "A" hereto annexed is included in, and forms a part of Schedule 19 as enacted by this by-law.

3. This by-law comes into force and effect on the date of its passing and enactment.

PASSED this day of A.D. 1991.

City Clerk

Mayor

(1991)

APPENDIX "A"

To Schedule 19 of By-law 79-323, as amended.

FORM 1

"NO HANDBILLS" SIGN



Règlement
By-law

8588

Règlement sur la distribution d'articles publicitaires.

À la séance du Conseil de la Ville de Montréal, tenue le 14 août 1990,

le Conseil décrète:

1. — Dans le présent règlement,

“**article publicitaire**” signifie un dépliant, une brochure, un prospectus, un feuillet ou tout article publicitaire semblable conçu à des fins d'annonce ou de réclame;

“**distributeur**” désigne quiconque, pour son propre compte ou pour le compte d'un tiers, distribue lui-même ou par l'intermédiaire d'un commis à la distribution, des articles publicitaires sur la propriété privée.

2. — Il est interdit de distribuer des articles publicitaires sur la propriété privée sans détenir le permis de distribution prévu au Règlement concernant les permis et taxes spéciales ou personnelles sur les commerces, occupations et activités (5568, modifié). Le permis doit être porté par toute personne physique effectuant une distribution de manière à ce qu'il soit en évidence et que le public puisse le voir.

3. — Un article publicitaire ne peut être distribué à moins qu'il ne porte le nom et l'adresse de la personne morale ou physique au nom de qui a été délivré le permis mentionné à l'article 2.

Dans les cas où le distributeur utilise un emballage pour la distribution des articles publicitaires, il peut apposer les

By-law concerning the distribution of advertising material.

At the meeting of the Conseil de la Ville de Montréal held on August 14, 1990,

the Conseil ordained:

1. — In this by-law,

“**advertising material**” means a folder, a brochure, a prospectus, a leaflet or any similar advertising material designed for advertising or publicizing purposes;

“**distributor**” designates whoever, on his own account or for a third party, distributes, either himself or through a distribution assistant, advertising material on private property.

2. It is prohibited to distribute advertising material on private property without holding the distribution permit provided in the By-law concerning permits and special or personal taxes on businesses, occupations and activities (5568, as amended). The permit must be carried in a conspicuous way by any individual making a distribution and so that the public can see it.

3. — No advertising material may be distributed unless it bears the name and address of the legal entity or of the individual in whose behalf the permit mentioned in Article 2 was delivered.

In cases where the distributor uses a wrapping for the distribution of advertising material, he may affix the men-

(a)

mentions exigées à l'alinéa précédent sur l'emballage seulement.

4. — Il est interdit de déposer ou de faire déposer un article publicitaire sur le domaine public.

5. — La distribution d'articles publicitaires doit se faire entre 8 h et 22 h.

6. — Sous réserve de l'article 8, il est interdit de déposer ou de faire déposer un article publicitaire sur la propriété privée, sauf :

- a) Dans une boîte ou une fente à lettres;
- b) Dans un réceptacle prévu à cet effet;
- c) Sur un porte-journaux ou en le suspendant à celui-ci;

d) Dans le vestibule d'un bâtiment, lorsque l'accès y est autorisé, sur une étagère ou dans un réceptacle prévu à cet effet, à condition de ne pas obstruer ni encombrer la voie d'issue.

Dans le cas où un article publicitaire est introduit dans une fente à lettres, le rabat de cette fente doit être complètement abaissé après le dépôt.

7. — Quiconque effectue la distribution d'articles publicitaires doit emprunter les allées, trottoirs ou chemins menant aux bâtiments.

8. — Il est interdit de déposer ou de faire déposer un article publicitaire sur une propriété privée si le propriétaire ou l'occupant indique, au moyen de l'affiche prescrite en vertu du deuxième alinéa, qu'il refuse de recevoir de tels articles.

Le Comité exécutif prescrit par ordonnance la teneur de l'affiche mentionnée au présent article et ses dimensions minimales et maximales.

tions required under the preceding paragraph on the wrapping only.

4. — It is prohibited to place or cause to be placed advertising material on the public domain.

5. — The distribution of advertising material shall take place between 8 a.m. and 10 p.m.

6. — Subject to Article 8, it is prohibited to place or cause to be placed advertising material on private property, except:

- a) in a letter box or slot;
- b) in a receptacle provided for such purpose;
- c) on a newspaper rack or by hanging it on such rack;
- d) in the vestibule of a building, when access thereto is authorized, on shelves or in a receptacle provided for such purpose, on condition not to obstruct or clutter up the exit.

In cases where advertising material is inserted in a letter slot, the flap of such slot shall be fully lowered after the material is inserted.

7. — Whoever carries out the distribution of advertising material shall use the alleys, sidewalks or ways leading to buildings.

8. — It is prohibited to place or cause to be placed any advertising material on private property if the owner or the occupant shows, with the sign prescribed under the second paragraph, that he refuses to receive such material.

The Comité exécutif shall prescribe by ordinance the content of the sign mentioned in this article and, if applicable, its minimum and maximum dimensions.

9. — Quiconque contrevient au présent règlement commet une infraction et est passible

a) pour une première infraction, d'une amende d'au plus 300 \$, avec ou sans frais;

b) pour une deuxième infraction à la même disposition du présent règlement, dans une période de douze mois, d'une amende d'au moins 100 \$ et d'au plus 500 \$, avec ou sans frais;

c) pour toute infraction subséquente dans la même période, d'une amende d'au moins 500 \$ et d'au plus 1 000 \$, avec ou sans frais.

10. — Lorsque le contrevenant au présent article est une corporation, elle est passible

a) pour une première infraction, d'une amende d'au plus 600 \$, avec ou sans frais;

b) pour une deuxième infraction à la même disposition du présent règlement, dans une période de douze mois, d'une amende d'au moins 200 \$ et d'au plus 1 000 \$, avec ou sans frais;

c) pour toute infraction subséquente dans la même période, d'une amende d'au moins 1 000 \$ et d'au plus 2 000 \$, avec ou sans frais.

11. — Le présent règlement prend effet le 1^{er} janvier 1991.

9. — Whoever contravenes this by-law shall commit a violation and be liable

a) for a first violation, to a fine of not more than three hundred dollars (\$300), with or without costs;

b) for a second violation of the same provision of this by-law within a twelve (12)-month period, to a fine of at least one hundred dollars (\$100) and not more than five hundred dollars (\$500), with or without costs;

c) for any subsequent violation within the same period of time, to a fine of at least five hundred dollars (\$500) and not more than one thousand dollars (\$1000), with or without costs.

10. — In cases where the contravenor is a corporation, it shall be liable

a) for a first violation, to a fine of not more than six hundred dollars (\$600), with or without costs;

b) for a second violation of the same provision of this by-law within a twelve (12)-month period of time, to a fine of at least two hundred dollars (\$200) and not more than one thousand dollars (\$1000), with or without costs;

c) for any subsequent violation within the same period of time, to a fine of at least one thousand dollars (\$1000) and not more than two thousand dollars (\$2000), with or without costs.

11. — This by-law shall become effective on January 1, 1991.

Ordinance No. 1

(Regulation regarding the distribution of public articles.
(8588))

At the meeting of the Executive Committee of the City of Montreal held December 12, 1990,

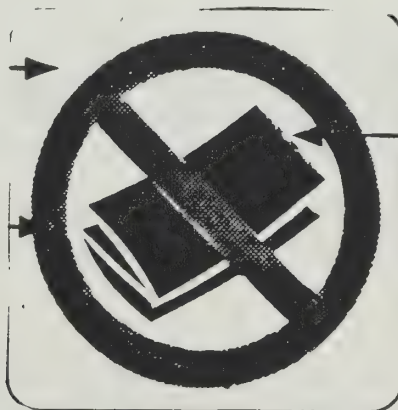
the Executive Committee decreed:

Signage indicating the refusal of an owner or occupant of a private property to receive public articles.

1. The signage referred to in the first line of Article 8 of the regulation regarding the distribution of public articles shall measure at minimum 4 cm by 4 cm and at largest 8 cm by 8 cm and shall conform to the illustration as follows:

white background

100% black



red

border

CITY OF TORONTO
DEPARTMENT OF PUBLIC WORKS AND THE ENVIRONMENT

JAN 8 2 34 PM '91

CITY CLERK'S OFFICE
SECRETARY'S SECTION

January 8, 1991

To: City Services Committee

Subject: Distribution of Advertising Material - 'Junk Mail'

Origin: City Council Meetings of June 25 and 26, 1990
(c39csc91012:278)

Recommendations:

1. That the draft amendment to By-law No. 20298 appended to this report, respecting the prohibition of throwing, placing or depositing of certain material on private property, be approved;
2. That the Corporation of Metropolitan Toronto be requested to amend, as described herein, the conditions for licensing 'bill distributors';
3. That I be authorized to produce at the City's expense 'No Junk Mail' signs for distribution to any City of Toronto resident requesting same;
4. That the City Solicitor be requested to prepare draft special legislation which would permit Council to pass by-laws regulating distribution of handbills door-to-door, and to report to the City Services Committee thereon; and
5. That the appropriate City officials be authorized to take whatever action is necessary to give effect to the above.

Background:

City Council, at its meetings of June 25 and 26, 1990, in considering a motion from Councillor Tom Jakobek respecting the above subject, requested me to report, in consultation with the City Solicitor, to your Committee on the implementation of a policy regulating the delivery of advertising flyers similar to that proposed by the City of Montreal. Further, your Committee, at its meeting of November 10, 1989, in considering a letter (October 24, 1989) from Metropolitan Councillor Richard Gilbert respecting the subject of litter from door-to-door delivery of flyers and advertising material, requested me to report on this matter. Lastly, your Committee, at its meeting of June 29, 1990, in considering a letter (June 1, 1990) from Councillor Betty Disero respecting the Montreal by-law regulating the delivery of

City Services Committee

January 8, 1991

advertising flyers, requested me to report on the possibility of implementing a similar by-law in the City of Toronto.

Comments:

I have been requested to report on the following suggestions for alleviating problems caused by the door-to-door distribution of flyers and other unsolicited advertising material.

1. Require all advertising flyers and handbills to have a return address with postal prepayment. This will allow persons not wanting such items to return them by post, at the advertisers' expense; and
2. That Toronto implement a by-law similar to that recently passed in Montreal which regulates the delivery of advertising flyers as follows:
 - . require distributors of advertising material to have a distribution permit issued by the City;
 - . enable residents to obtain a sign indicating that they do not wish to receive unsolicited flyers and prohibiting delivery of flyers to addresses that are so signed; and
 - . clearly delineate the areas in which flyers can be placed on private property, e.g. letter boxes, letter slots, etc.

I have consulted with the City Solicitor who has advised that there is no legislative authority that would permit the City to require that handbills distributed door-to-door have pre-paid return postage, nor is there any power for a municipality to regulate material distributed by way of the federal post office. The City Solicitor advises that the chances of the City receiving provincial legislation applicable only to the City, which provides the control of door-to-door handbill deliveries, are not great, since the province generally wishes to approach such problems from a provincial-wide aspect. However, there is certainly nothing which prevents the City from making application to the province for such special legislation.

City Council does have the power to prohibit the throwing, placing and depositing of handbills or other paper or rubbish on the City streets, and appropriate provisions against littering are in place within By-law No. 20298 respecting garbage. This by-law could be amended to regulate the manner and location in which certain material is delivered on private property. The draft by-law, prepared by the City Solicitor and appended hereto, would require

-3-

City Services Committee

January 8, 1991.

those distributing any printed material to private properties to place the material securely in a designated receptacle on the premises. Upon passing of the attached draft by-law, the City Solicitor will as a matter of course apply to the Chief Judge of the Provincial Court for the establishment of a set fine for contraventions of the by-law. I have consulted with the City Solicitor and am recommending a set fine of \$100.00 plus costs, which is the maximum set fine granted by the Chief Judge for offences under Refuse Collection By-law No. 20298. The enforcement of the provisions set out in the draft by-law will be difficult; the passing of this by-law, however, would allow the City to regulate the method of distribution of circulars in a manner similar to the enforcement of the provisions of the Refuse By-law.

The City Solicitor has advised that the Municipal Act provides Metropolitan Toronto with the power to pass by-laws for licensing, regulating and governing 'bill distributors', among other matters. In this regard, Metro Council could be requested to impose certain conditions on the granting of licences to those who deliver handbills including:

- a) A prohibition on the distribution of materials to households which place a sign on their property indicating a wish not to receive unsolicited printed material;
- b) A requirement for the advertising material distributed door-to-door to carry the name, address and licence number of the licence holder; and
- c) A requirement that any material delivered is done in a manner that does not create litter.

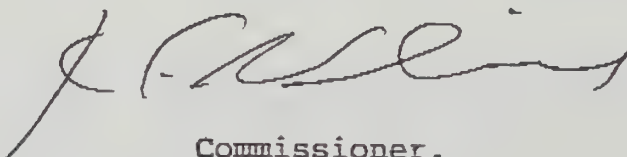
With respect to the suggestion that residents place signs at their households indicating that they do not wish to receive unsolicited hand-distributed material, the City Solicitor advises that there is nothing to prevent persons from putting out such signs, nor is there anything to prevent the municipality from providing such signs to its residents in the interests of the municipality. While signs could simply be notices posted on the premises, it would be preferable, according to the City Solicitor, that the process established under the Trespass to Property Act be followed, which would allow individual householders to prohibit entry on the premises to bill distributors, provided the simple process set out under the Act is followed. The process requires the property owners to place a sign at their premises to give notice that an activity is prohibited. If such notice is given in accordance with the Act, any person violating the prohibition is

-4-

City Services Committee

January 8, 1991

subject to arrest. Therefore, while there is no power which allows the municipality to prohibit by by-law the distribution of such material to persons who place such signs on their property, the provincial Act gives a method of prohibiting entry to premises of the persons referred to in the notice (in this case, bill distributors). I feel that it would be in the interests of the City to manufacture and distribute these signs to persons wanting same. The estimated cost of producing the signs and advertising their availability by way of tax or water bills is \$20,000. I have included this amount in my 1991 Current Estimates.



Commissioner.

gp
DJH

Attachment

DRAFT BY-LAW

No. A By-law

To amend By-law No. 20298 respecting the prohibiting of throwing, placing, or depositing of certain material on private property.

(Passed , 1990)

Whereas City Council at its meeting of , 199 , adopted clause of City Services Committee Report No. , recommending that By-law No. 20298 be amended to provide for the prohibition of throwing, placing or depositing of certain material on private property;

Therefore the Council of the Corporation of the City of Toronto enacts as follows:

1. By-law No. 20298, being "A By-law To provide for the cleaning of the streets and for the collection of waste in the City of Toronto" is amended by adding thereto as Section 7A, as follows:

" Throwing, Placing, or Depositing of Certain Material on Private Property

7A. No person shall throw, cast, place or otherwise deposit, or direct or allow any servant, agent, or employee to throw, cast, place or otherwise deposit any printed matter or other newsprint or magazine on private property except in a manner whereby such material is placed securely in a letter box, mail slot, mail deposit, news rack or other receptacle placed on the premises by the owner or occupant for receiving such material, unless the owner or occupant otherwise consents to the placing of such material on the property in a manner other than that described herein."

(c)

JAN. 3/91

Trashing junk mail Being responsible

However seductive the package — the promise of a personal million-dollar windfall or all-expense paid vacation to the sunny south — those junk mail offers are a nuisance to most people. Even worse, they waste paper and add to our garbage disposal problems.

Canada Post reports no fewer than 1.1 billion pieces of addressed advertising mail and 2.6 billion pieces of the unaddressed kind were delivered last year. That's an average of 343 pieces per household a year. The junk mail stream is anything but environmentally-friendly.

Some people fight fire with fire by marking the stuff 'Return to sender' and dropping it in the nearest mailbox. Or they may take the extra step of returning it directly to the source by using self-addressed, pre-paid envelopes sent with the package. But it seems that for every enterprise which gets the mes-

The industry is not known for self-restraint

sage, there's another piece of junk mail ready to take its place.

While individuals can fight back, the size of the junk mail stream isn't likely to be cut unless effective action is taken to prevent unwanted delivery. And some politicians are beginning to listen.

Metro Toronto's works committee recently adopted a massive waste reduction plan calling among other things for a voluntary campaign to cut junk mail. The plan would see postal workers not delivering advertising to mailboxes with "No Junk Mail" stickers on them.

While Canada Post is considering the sticker plan, postal authorities cautioned that direct mail is a \$6 billion-a-year business, employing 200,000 people. The corporation maintains that people pay to have the mail delivered and Canada Post has an obligation to deliver it.

Whatever the concerns of advertisers and Canada Post, politicians in Toronto and other communities shouldn't give up on finding ways to reduce a 'service' that hasn't been characterized by self-restraint.

Says Gerard Coffey of the Toronto Environmental Alliance: "There has to be a way to cut down on that stuff, and to make the producers responsible for what happens to it." He's right.

The Spectator, Jan 11/91

ANSWER

Toronto may curb junk mail

TORONTO — City politicians are to vote on a bylaw next week that aims to limit the distribution of junk mail.

The bylaw aims to prevent bill distributors, other than Canada Post, from dropping off magazines, newsprint flyers and other advertising flyers, widely known as junk mail, at homes where they are not wanted.

If approved by city council in February, the city will print "No Junk Mail" stickers and give them to residents who want to put them on their mail boxes or doors.

Once the bylaw is passed, city lawyers will apply to the provincial court to set a fine of \$100 for violators.



Patrick Gouthreau is being forced to get mail from central depot.

Man continues fight over junk mail

OTTAWA — An Ottawa man's attempt to stop the delivery of junk mail to his home has landed him in trouble with Canada Post.

Last week, Patrick Gouthreau received a letter telling him he'll no longer enjoy home mail delivery, because of what the corporation calls his "aggressive behavior" towards letter carriers. Instead, Mr. Gouthreau will have to collect his mail from a central depot.

According to Mr. Gouthreau, he's being penalized for his efforts over the past few months to stop Canada Post carriers from delivering unsolicited advertising mail to his home.

Mr. Gouthreau, who describes himself as an environmentalist, said letter carriers ignore a No-Junk-Mail sticker on his mailbox and dump heaps of unwanted mail on his doorstep.

Last Thursday, after a carrier refused to take back mail he delivered, Mr. Gouthreau said he stuck the mail into the man's letter bag.

Mr. Gouthreau said the carrier wasn't wearing a Canada Post uniform. He said he was later informed the man was a trainee carrier.

Canada Post stops delivery

The next day, Mr. Gouthreau said, he received the letter from Canada Post telling him his mail delivery was being stopped.

For Mr. Gouthreau, the situation is the height of frustration. "If you don't want pollution dropped at your doorstep, you should have every right in a democracy not to take it."

"But I am being victimized for trying to do something for the environment. These people are telling me I have no right to refuse something I don't want in my home."

Mr. Gouthreau intends to fight back. So far, he's got more than 100 signatures on a petition he plans to send to local MPs and aldermen.

He also wants people who share his concern for the environment and the proliferation of junk mail to band together and develop an action plan.

Canada Post, meanwhile, says it is only doing the job it's legally obliged to do. Letter carriers, the

THE SPECTATOR, W

corporation argues, are right to insist on delivery of the mail in their possession.

"We have a legal obligation to deliver mail whether it is solicited or unsolicited, and blaming Canada Post for advertising mail is shooting the messenger," said Laszlo Szabo, a Canada Post spokesman.

The direct marketing business employs thousands of people and can't fold up because some people don't like advertising mail, he said.

Direct mail

Canada Post controls about 25 per cent of the unaddressed direct mail market.

People who don't want to receive addressed advertising mail — that is, mail in which identity of the sender is readily apparent — can request in writing to the Canadian Direct Marketing Association that their names be taken off mailing lists.

But nothing can be done with unaddressed advertising mail which doesn't readily show who sent it, said Mr. Szabo.

From Canadian Press

15(a)

ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON
COMMITTEES, BOARDS AND COMMISSIONS

(3 To Be Appointed)

COMPOSITION

TERM OF OFFICE
TO EXPIRE

3 Members of City Council	To be determined
2 Members of Mayor's Race Relations Committee	
1 Member of Hamilton Status of Women Sub-Committee	
1 Member of Regional Advisory Committee for the Disabled	
3 Members from the community at large	

APPLICANTS:

- *(a) MILENA BALTA, 4 Mountain Brow Blvd., Hamilton, L8T 1A3
- *(b) CLYDE JOHNSON, 109 Folkestone Avenue, Hamilton, L8V 4N2
- *(c) MARY LOU JOHNSTON, 201 Manning Avenue, Hamilton, L9A 3G3
- *(d) MEL MATTHIAS, 1120 Havendale Blvd., Burlington, L7P 3E3
- (e) NICK MULE, 32 Flora Drive, Hamilton, L8G 3Y8
- (f) ANNA SBRISSA, 121 Delmar Drive, Hamilton, L9C 1J8
- *(g) TOMMY TARPOS, 146 Strawberry Drive, Hamilton, L8E 4S2
- *(h) RONALD TOMBLIN, 2804-150 Charlton Avenue East, Hamilton, L8N 3X3
- *(i) SANDRA WILSON, 25 Quail Drive, Hamilton, L8W 1N1

* Denotes a person that has applied to more than one (1) Committee



BBM Office Innovations Inc.
755 King St. E., Hamilton, Ontario L8M 1A4
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2:00 p.m.

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Typewriters • Calculators • Dictating Equip.
Cheque Protectors • Word Processors
Computers • Copiers • Facsimiles

TEL: (416) 523-8686
FAX: (416) 528-4366

Milena Balta
4 Mountain Brow Blvd
Hamilton, Ontario
L8T 1A3

R

H. 575-4858
W. 523-8686

JAN 14 1991

CITY CLERKS ✓

January 14, 1990

Mr. K.E. Avery
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

RE: ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON
COMMITTEES, BOARDS AND COMMISSIONS ENGLISH LANGUAGE SUB-COMMITTEE

I moved to Canada in 1968 and have been living in Hamilton since 1969. I am a Canadian citizen and have been since 1971. Presently I have one year part-time University completed and am working on the second year. My experience includes working with people one on one basis, factory work which included union environment and assembly line work. Now I am involved in management and running of a business as my husband and I own and Office Equipment Company.

Considering my diverse experience, I feel that I can contribute a great deal to the committee.

Yours truly,

Milena Balta

MILENA BALTA

4 Mountain Brow Blvd.
Hamilton, Ontario
L8M 1A3

(416) 575-8916

EDUCATION:

1988 Travel Careers Diploma
Career Canada College, Hamilton

1988 Reservec Training
Air Canada, 130 Bloor St., Toronto

1986 Social Sciences, 1st year
McMaster University

RELATED
EXPERIENCE:

Eaton's Travel Service, Eastgate Square, Hamilton, Ont.
Completed 4 months ongoing practical experience.

EMPLOYMENT:

1984-1987 BBM Office Innovations Inc., Hamilton
Sales Representative
Duties: Direct sales, public relations, demonstrations,
instruct customers on new equipment, train junior
sales persons.

1970-1982 Hairdresser
Duties: Regular hairdressing duties along with handling
cash and answering telephone.

INTERESTS

Hiking, reading and travel. I also enjoy working out 3 times
per week.

REFERENCES

Mrs. Margret Dawson
Travel Course Instructor
Career Canada College
1039 Upper James
Hamilton, Ont.
387-5214

Elizabeth Harak
R.R. #1
Grimsby, Ont.
945-3434

2:05 p.m.

109 Folkestone
Hamilton, Ontario
December 24, 1990

RECEIVED

JAN 2 1991

CITY CLERKS

Mr. K. E. Avery, City Clerk
City Hall
71 Main Street West
Hamilton, Ontario L8N 3T4

Dear Sir:


As a member of the Black Community I would very greatly appreciate the opportunity to contribute to the growth of the multicultural nature of the city.

I do believe that the cultural diversity of a city like Hamilton must be developed in a harmonious manner and, thus, would be a source of strength to the city. I do believe that my contribution could help strengthen the web of that cultural diversity.

Also, as an educator I see and appreciate the need for equitability in every aspect of our society and, wherever possible, I would like to contribute to it being successfully achieved. Therefore, I would like to be a member of the team which assists the city in meeting that need of its people with regard to their race, ethnicity and culture.

For these reasons I do wish to serve either on the Advisory Committee on Equitable Representation on Committees or on the English Language Sub-Committee, with my preference being the former.

Sincerely,


Clyde Johnson

RESUME

CLYDE JOHNSON

I have been employed with the Hamilton-Wentworth Roman Catholic Separate School Board for twenty-five years. During that time I have taught at many schools. At present I am the Vice-Principal and Grade Five teacher at St. Clare of Assisi School in Stoney Creek.

For the School Board I have served on the following committees: Mathematics, Staff Development and Science Advisory. I am now a member of the Junior Math Challenge Committee, the Junior Guidelines Committee and the Board's Race and Ethno-Cultural Relations Committee.

In my parish of Our Lady of Lourdes I served as chairperson of the Pastoral Council. For our thirtieth anniversary I assisted in organizing many successful parish celebrations. I am no longer a member of the Pastoral Council, but I am still involved in different capacities. I serve as Lector and Eucharistic Minister at church and take the Eucharist to shut-ins and residents of senior citizens' homes. My wife and I conducted pre-marriage courses for engaged couples.

In my neighbourhood community I initiated the Lawfield Parents' Group. During the summer the group organized sports and fun activities for the neighbourhood children. I successfully guided the group in raising \$16,000 which was used to finance a joint venture with City Hall to purchase and install creative play structures in Lawfield playground in 1987. We now have an agreement with City Hall to jointly install a basketball court in Lawfield Park. I am also a member of The Ambitious City Toastmasters Club.

My academic education includes: from McMaster University - a Bachelor of Science Degree, and from the Ontario Institute of Studies in Education - a Master of Education Degree. My professional education consists of Ontario Teacher's Certificate plus the Principal's Certificate - Parts 1 and 2.

2:10

RECEI

JAN 14

CITY CLERKS

January 12, 1991.

201 Manning Ave.
Hamilton, Ontario.
L9A 3G3

Mr. K. E. Avery, Clerk,
City of Hamilton,
City Hall,
71 Main Street West,
Hamilton, Ontario.
L8N 3T4

Dear Mr. Avery:

Responding to the Public Notice, regarding Appointments of Citizen Members to The Advisory Committee on Equitable Representation on Committees, Boards and Commissions; and The English Language Sub-Committee, I wish to express interest to be of service to the Community, and thus to be considered for recommendation to either Committee.

The reason that I wish to serve on either Committee, springs from my own desire to return an interest to the Community which forms my environment, and impacts upon my daily life. I believe a citizen, should be willing to go beyond indifference, or criticism of Municipal operations and programmes, to actively participate in doing their best to be a part of the solution--rather than being a part of the problem.

My second reason for desiring appointment to one of the Committees, doubtless results from my three plus decades of daily exposure to Municipal administration, and the practical application of same. Since 1955, I have been engaged in a wide ranging association with the public: from School Students, through the Health Department, to Welfare recipients, in the County Clerk's Department; from association with Care of the Elderly, through Homes for the Aged, to Engineers, Contractors, and day Labourers, in the Roads and Environmental Services Departments; from Planners and Consultants, in the Planning Department, to Freedom of Information and Protection of Privacy Application, in the Regional Clerk's Department. All this in conjunction with exposure to Policy and Directives of the Province of Ontario, through various Ministries, and the various approaches employed by three Political Parties, each in Power, in their own time. Finally, to each unique, individual Citizen who pays the bills, through the Property Assessment Offices, and to Suppliers of commodities, witnessed by countless invoices in the Treasury Department.

My interest in the Community, and service includes:

Vice-Chairman, Cayuga Figure Skating Club, and
Annual Carnival Chairman, Cayuga Figure Skating Club,

Member of Board of Directors, Haldimand Children's Aid
Society,

Participant, Haldimand Museum Board,

Member, and Volunteer, West Haldimand General Hospital Aux.

Elder, Cayuga United Church,

Volunteer, Literacy Council of Canada,

and most recently, attended Group Classes in Sign Language,

plus active participation in a number of groups and
organizations from C.G.I.T. at age 9, until the present.

My interest in Committee activity, is promoted by many hours
in attendance at Committees and Council, in my Secretariat
capacity as Deputy Clerk, and, (since 1977), as Regional
Clerk. I find Municipal functions and programmes
interesting, challenging, and ever changing. From my
knowledge of the Committee System, basic
relationships of operating Departments, and various
programmes, I believe that I could contribute positively
to the Community in which I live. I would like the
opportunity to participate.

Thank you for your consideration of my Application. Should
you have any questions, you may reach me at 575-3886.

I would appreciate treatment of this letter as "Private and
Confidential".

Yours truly,

Mary Lou Johnston.

RECEIVED

2:15

JAN 7 1991

CITY CLERK
Mel Matthias

1120 Havenside Blvd.,
Burlington, ON L7P 3E3

January 2, 1991

Mr. K. E. Avery,
City Clerk,
City Hall, 71 Main Street West
Hamilton, ON L8N 3T4

Dear Mr. Avery:

Re: Advisory Committee on Equitable Representation
on Committees, Boards & Commissions English Language.

I am responding to your recent advertisement for representatives on various committees as outlined in the Hamilton Spectator's announcement last week.

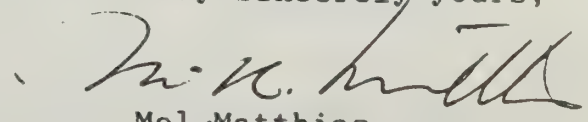
I have been a resident in the Halton region for the last twenty one years. I have been a management volunteer for the Canadian Mental Health Association, both at the Branch and Provincial levels during the period 1980 - 1985. I have served in various capacities including: chair of the education and personnel committees, vice president, president and chair of the presidents' council. I have also served as a volunteer for Telecare Teleministries/ a 24-hour distress centre.

I feel volunteering is one of the most rewarding activities citizens can participate in to improve and enrich the quality of life in the community.

As you will see from the attached brief resume, I have held several key and responsible positions in the corporate sector, teaching and most recently academic administration. I speak several languages, and would be delighted to meet with yourself to discuss the mission and goals you have in mind for these appointments, as well as the various time commitments. I may be reached at: 335-0592.

I look forward to hearing from you, in the meantime please accept my best wishes for a happy and prosperous new year.

Very sincerely yours,



Mel Matthias

Encls.: Resume

Milad R. Matthias, P.Eng.,

1120 Havendale Blvd., Burlington
Ontario L7P 3E3, (416) 335-0592

CAREER GOAL

A senior administrative/ management position with an institute of higher education where my education and skills will contribute to its growth and achievement of excellence.

EXPERIENCED AND KNOWLEDGEABLE IN . .

- * Program planning, teaching, staffing and budget control
- * Writing, editing and critical review of scientific, business and technical articles and books
- * Maintaining order and cohesion in large and small groups and classes
- * Long range and strategic planning
- * Mediation, negotiation and conflict resolution
- * Creating the environment that motivates staff to aspire for achieving their best

WORKING KNOWLEDGE IN . .

- * The Education Act, Ministry's regulations and Statutes
- * The education system in most western countries
- * Social research methodology and content analysis techniques
- * Dealing with the media, public debate with hostile audiences (nuclear controversy)
- * Micro-computer applications, teleconferencing, distance education, media based education, data and voice communication
- * Safety and occupational health legislation and regulations

An energetic self starter with an above average business sense tempered by sensitivity in relations with groups and individuals with differing and conflicting needs, perceptions and cultural backgrounds.

An appetite for challenge and hard work with the ability to foster close working relations with peers, superiors and subordinates with a strong team spirit.

CAREER HISTORY

Technical University of Nova Scotia, Mar. 89 - Present
Assistant Director, Continuing Education Division
Central Canada Office

RESPONSIBILITIES: Senior academic administrator in charge of staffing, faculty/ instructor resource planning, budget and program delivery of continuing education in the areas of engineering, computer science, architecture and management of technology in the Toronto, Ottawa, Montreal region

University of Toronto, Ryerson, Canadian School of Management
Mar. 86 - Dec. 88

RESPONSIBILITIES: Carried out research work in an international project called: Employment/ Education Fit for Engineers & Business Graduates.
Taught in the under-graduate and graduate level programs: Admin. Theory, Organization Theory, Corporate Finance, Decision Making, Management, Business Policy and Strategy.
This period was partly a residence requirement for the Ph.D. study, and an opportunity to hone my academic/ teaching skills.

Canada Life Assurance Company Oct. 85 - Mar. 86
Financial Adviser

RESPONSIBILITIES Sold and advised clients on various types of insurance: life, sickness & disability, group and other financial services.

Atomic Energy of Canada Ltd. Oct. 81 - Sept. 85
Licensing Engineer - Analyst

RESPONSIBILITIES Performed safety analysis, evaluation and review of new and operating reactors.
Was the liaison engineer with the regulator: Atomic Energy Control Board on behalf of AECL and the client utilities.
Was in charge of coordination and review of \$2 million worth of safety analysis work to an overseas utility.

Ontario Hydro

Aug. 67 - Oct. 81

Various Positions: Nuclear Communications Officer, Nuclear Design Engineer Sepcialist, Nuclear Fuel Designer (Attached to Atomic Energy of Canada Ltd.) and Assistant Technical Supervisor.

RESPONSIBILITIES

As a member of the Operations & Commissioning team of Douglas Point Generating Station, I wrote eleven In-Service reports.

Was co-author of the "Fuel Design Manual" for Pickering Station, and participated in writing the "Fuel Design Manual" for Bruce Station.

Wrote the design specifications for Ontario Hydro's first full scale fuel transfer flask, and was Hydro's liaison engineer with the Consultant and Fabricator.

Coordinated the production of two in-house films on nuclear energy: safety & employment.

Was a member of Ontario Hydro Emergency Planning team from 1974 to 1981.

Was a committee member, co-chair and chair to many committees and task forces on safe transportation of nuclear fuel and waste management.

Participated, led and organzied in excess of forty seminars, workshops and debates on energy, economics and the environment.

Wrote, reviewed or edited in excess of twenty pamphlets, fact sheets or articles.

Overseas Experience

June 63 - May 67

Following my graduation in 1963, I worked for Italconsult and the Egyptian Electricity Corporation as Assistant to the Chief Engineer and Shift Supervisor/ Cairo South Power Generating Station respectively.

ACCOMPLISHMENTS

In my first year with the Technical University of Nova Scotia, through careful planning, good business development and inspired staff we were able to more than double our seminars' registrants and revenue. In addition, cost items were identified and reduced to the necessary minimum, thus greatly improving the revenue/cost picture. As in most jurisdictions, continuing education operates on cost recovery basis, and therefore efficiency in operation is vital.

While an employee with Ontario Hydro, I was given an assignment to optimize the cost of transportation of irradiated fuel. I suggested the use of quantitative business methods using operations research techniques and spearheaded a task force to investigate the problem. Even though, as yet, there is no central repository for irradiated fuel, Hydro management has adopted the approach that I had proposed. In addition, the approach has been adopted to study similar problems for other Hydro projects.

Atomic Energy of Canada Ltd. sold a nuclear reactor to Argentina. My responsibility was to coordinate a \$2 million worth of safety analysis work. Through careful planning, proper organization and thorough reviews, AECL was able to deliver this part of the project on time and within budget. This was one of the few parts of the project that were delivered on time and within budget.

During the academic years 1985 to 1988, my teaching evaluation has been consistently above the faculty average both at the Canadian School of Management and the University of Toronto, where comparative evaluation is the normal method of faculty teaching assessment.

In Aug. 1987, I was nominated by the President, and V.P. Academic Affairs of the Canadian School of Management to be cross-appointed a Professor of Business to the International Management Centre at Buckingham, England. So far, only five of the faculty members have been cross-appointed to this honorary position.

Achieved a favourable resolution of a complex, difficult to win case (land development project on behalf of nine partners) through meticulous negotiation, diligent and incisive deployment of strategy.

EDUCATION

Ph.D.	Adult Education University of Toronto/ OISE Major : Developing Human Resources Minors: Applied Psychology, Measurement, Evaluation & Computer Applications.	Near completion
M.Sc.	Management Science University of Waterloo Major : Organization Behaviour	1976
B.Sc.Eng.	Mechanical Engineering Cairo University, Egypt	1963

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

MEMBER	Association of Professional Engineers of Ontario Society of Logistics Engineers (Life Member) Ontario Education Research Association Canadian Association For University Continuing Education International Council for Continuing Engineering Education (Finland) American Society for Engineering Education Plant Engineering and Maintenance Association of Canada (Board member) Canadian Society for Engineering Management (Board member)
ASSOCIATE	International Adult Education Council

PERSONAL

LANGUAGES	English: fluent; French & German: Working level; Arabic : mother tongue
HOBBIES	Theatre, art, music, writing (non fiction), ham-radio, reading (local, national and international affairs, innovation, entrepreneurship), tennis and table tennis

RECEIVED

2:20

JAN 7 1991

CITY CLERKS

32 Flora Drive
Hamilton, Ontario
L8G 3Y8

January 3, 1991

Mr. K. E. Avery
City Clerk
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

Dear Mr. Avery:

This is in response to the public notice that recently appeared in the Hamilton Spectator calling for citizen membership on an Advisory Committee on Equitable Representation on Committees. I am very interested in serving on this committee for I feel that equitable representation on Boards, Citizen Committees and Commissions that truly reflect the diversity of Hamilton will best meet the needs of this city.

I submit my name for consideration for I feel that all minority and oppressed groups be considered inclusive of sexual orientation. My involvement would be an attempt to ensure that heterosexism does not take place and that an opportunity be made available for the needs and concerns of all forms of sexual orientation be represented. I would be bringing outstanding communication skills as exercised in my profession as a social worker, extensive experience on various boards and committees and most importantly my experience as an oppressed individual from a minority group in Hamilton.

I look forward to hearing from you soon. I can be contacted during the day at my office phone 527-2002 or otherwise at my home address or phone 560-1204.

Sincerely,

Nick J. Mulé, M.S.W.

Nick J. Mulé, M.S.W.

NICK MULÉ, M.S.W.
32 Flora Drive
Hamilton, Ontario
L8G 3Y8
(416) 560-1204

EDUCATION

New York University, New York, N.Y.
School of Social Work, Master of Social Work, June 1988

McMaster University, Hamilton, Ontario
Social Sciences, Bachelor of Arts, November 1986
Major: Sociology

Mohawk College of Applied Arts and Technology, Hamilton, Ontario
Social Service Worker Program, Social Service Worker Diploma, May 1984

HONOURS

Recipient of a 1988 N.Y.U. Chancellor's Service Award for volunteerism.

PROFESSIONAL EMPLOYMENT

Family Services of Hamilton Wentworth Inc., Hamilton, Ontario.
Clinical Therapist, Family Violence Treatment Program
August 1988 - Present

Contributed to program development. Conduct assessments, provide individual counselling and lead therapeutic groups for men that are abusive towards women. Lead therapeutic groups for children and adolescents of abusive parents. Active in public education on this issue.

Clark House, Hamilton, Ontario
Residential Counselor
January 1986 - August 1986

Helped design program, being Hamilton's first open-custody residence under the Y.O.A. Implemented group and individual counselling and planned and ran recreational activities.

STUDENT INTERNSHIPS

Second Year Internship, N.Y.U., 1987 - 1988
St. Vincent's Hospital and Medical Center, New York, N.Y.
Provided concrete services, clinical counselling and discharge planning to adult psychiatric in-patients.
Conducted therapeutic men's groups in day hospital.

Student Internships Cont'd.

First Year Internship, N.Y.U., 1986 - 1987

Beth Israel Medical Center, New York, N.Y.

Counselled patients, facilitated social services and addressed concrete issues for both in and out-patients of Pediatrics. Co-led therapeutic Substance Abuse Group composed of adult out-patients.

Second Year Field Placement, Mohawk College, 1983 - 1984

Hamilton Roman Catholic Separate School Board/Hamilton Learning Materials Centre

Taught and guided high school students with behaviour and learning problems. Collaborated with interdisciplinary team to assess students' needs.

First Year Field Placement, Mohawk College, 1982 - 1983

Hamilton Jewish Community Centre

Helped integrate elderly Jewish immigrants into Canadian society by carrying out home visits and planning social programs.

CURRENT VOLUNTEER EXPERIENCE

Family Advocacy Committee

Family Services of Hamilton Wentworth Inc.

Committee Member

October 1989 - Present

Advocacy for cases, causes, programs, resources, plans and public issues in regards to the family within and outside of the agency.

Coalition for Lesbian and Gay Rights in Ontario (C.L.G.R.O.)

Hamilton Representative

January 1989 - Present

Participate in Steering Committee Meetings and assisting in the continuing advocacy of gay and lesbian rights under the Ontario Human Rights Code.

Hamilton United Gay Societies

Vice President, Support Group Facilitator, Representative for C.L.G.R.O.

July 1988 - Present

Serve as Vice President on Executive, facilitate weekly support group for gays and lesbians, participate in Planning Committee Meetings and represent H.U.G.S./Hamilton on C.L.G.R.O.

Amnesty International

Group #1, Hamilton

June 1988 - Present

Write letters to international government officials encouraging the proper treatment and/or release of all prisoners including prisoners of conscience and political prisoners as accorded by the Universal Declaration of Human Rights.

Current Volunteer Experience Cont'd.

Telecare Hamilton

Acting Chairperson, Distress Line Worker

September 1985 - Present

Served the Board as Publicity and Vice Chairperson 1988/89, Chairperson 1989/90 and currently as Acting Chairperson 1990/91 which includes heading the Personnel Committee. Provide compassionate listening, emotional support and referrals to callers in distress.

PAST VOLUNTEER EXPERIENCE

Gay and Lesbian Support Group, New York University
McMaster Sexual Education Centre, McMaster University
Alternatives for Youth
Care Centre

CURRENT COMMITTEE/BOARD PARTICIPATION

Family Advocacy Committee, Family Services
Hamilton Council on Domestic Violence
Hamilton Sexual Abuse Network
C.L.G.R.O. Steering Committee
Education Conference '91 Committee, C.L.G.R.O.
H.U.G.S. Planning Committee
Family Violence Prevention Project
Telecare Hamilton Board
Telecare Hamilton Personnel Committee

REFERENCES

Available upon request.

F 2:25
ANNA SBRISSA, Interpreter

English - Italian - Spanish

121 Delmar Drive
Hamilton, Ontario
L9C 1J8

ACCREDITED COURT INTERPRETER
BY MINISTRY OF ATTORNEY GENERAL

Phone (416) 585-8841

January 11, 1991

Mr. K. E. Avery,
City Clerk, City Hall,
71 Main Street West,
Hamilton, Ontario.
L8N 3T4.

Dear Mr. Avery:

Enclosed please find a copy of my Curriculum Vitale, I am am forwarding it to you in consideration of a position on The Advisory Committee on Equitable Representation on Committees, Boards and Commissions.

The reason that I would like to be part of such committee is that I feel that there is a great need of such Committee and I feel that with my life experience as an immigrant and my numerous contacts that I have had both through my work and community involvements I have great possibility of contributing on such Committee such as this one.

Hoping that I will be given consideration, I remain

Yours very truly,



Anna Sbrissa.

A. E. A. Sbrusa

121 Delmar Drive

Hamilton, Ontario

TELEPHONE (416) 990-8847

Date

EDUCATION

Mohawk College
Hamilton, Ontario.
1976 - present
Part time

Ongoing partime studies,
courses include communication
arts, Psychology of Professional
selling, Spanish, French.

McMaster University
Hamilton, Ontario
1975 - 1976
Part time

Courses in Spanish language
and literature

Certificates

Ministry Of
Attorney General

Spanish and Italian
Court Interpreter.

Mohawk College

Communication Arts
Psychology of Professional
Selling

Other Abilities

Beside being fluent in Italian and Spanish (both oral and Written)
I have working knowledge of Portuguese, am presently taking level 5
French(passed standard government exam) speak most Italian Dialects.

Typing, Book-keeping

EXTRA CURRICULAR ACTIVITIES:

National Congress of Italian Canadians

Treasurer National level 1984- 1986
Secretary Ontario Region 1980 - 1982
Hamilton District Delegate to the National
and other positions 1976 to present time

Host and producer of Congress T.V. SHOW (Community Information)
Member of ,Dante Alighieri Society of Hamilton and other social
Clubs in the past.

Hobbies and Interests

Theater : talk shows, acted in several italian plays,
film in English MC. For Italian Shows.

Travel: Mexico, Italy, Switzerland, Spain, Caribbean,
United states.

References available on request.

Anna Sbrissa

A. Sbrissa

121 Delmar Drive

Hamilton, Ontario

L9B 1J8

TELEPHONE (416) 523-2247

Date

Employment

1981 - Present
Interpreter/ Translator
Self Employed

Serve as an intepreter in Spanish and Italian for all levels of the court system, as well as immigration cases, Worker's Compensation board hearings, discoveries, and privateconsultation for a variety of law firms. Also have provided translation of documents etc. for courts and lawyers.

1981 - 1983
Salesperson (Part Time)
Mappins Jewellwers (Division of Peoples's) Limeridge Mall
Hamilton, Ontario.

Provision for over the counter sales of jewellery and related items.
Bondable.

1976 -1980
Account Executive
C.H.I.N. Radion International,
Toronto, Ontario.

Selling of advirting/promotional space on radio and television programs.
Also responsible for public relations and reporting in the Hamilton area.

1974 - 1975
Dr. V. Schacker (Orthodontist)
Hamilton, Brantford, Ontario.

Office Manager, responsible for staff supervising, scheduling of patients, accoungt payble and receivable, banking and since he was the proprietor of the building I was also propriety manager.

1966 -1974
Carr-Nathan Clinic(Pediatric)
Hamilton, Ontario.

Office Manager,
Also assisted doctors with nursing duties and due to the the large ethenic practice was responsible for translation and instructing. the parents.

1955 - 1964
Wonder Bakeries
Hamilton, Ontario

Manager- Shipping department, supervised the filling of orders of 5 depots about 60 local routes plus special orders, Hospitals etc also responsible for cash and balamcing of books.

#1: ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON COM
OR
#2: BOARDS AND COMMISSIONS ENGLISH LANGUAGE SUB-COMMITTEE

Professional Qualifications of

TOMMY TARPOS
146 Strawberry Drive
Hamilton, Ontario
L8E 4S2
(416) 578-7549

FOR

APPOINTMENT AS PUBLIC BOARD MEMBER

OBJECTIVE

To serve as a citizen member on either of the following: Advisory Committee on Equitable Representation on Committees or Board and Commissions English Language Sub-Committee. I have been a resident of Hamilton most of my life always taking a keen interest in politics at all levels of government. The following is a chronological history of my relevant employment and political experience as qualifications for this appointment.

ORGANIZATIONAL EXPERIENCE

- 1976-1983 Opened a 24-hour variety store, one of the first in the Hamilton area and ran a successful business until its sale in 1983.
- 1977-1983 Opened a successful submarine sandwich store until its sale in 1983
- 1978-Present Opened a retail travel agency that proved to be the largest independent travel agency in the market area including Oakville to Niagara Falls. Uncle Tommy's Travel Consultants Inc. marketed travel packages at wholesale prices and became the "Travel Success Story". Duties as President and C.E.O. of Uncle Tommy's Travel Consultants Inc. include:
- maintaining a sufficient operating line of credit for growth;
 - arranging financing for expansion and renovation projects;
 - the discussion of employee performance reports from management and financial reports from the accounting department;
 - arranging large groups of passengers to various holiday vacations and business trips; for example:
 - * 100 McMaster students - Acapulco
 - * 100 business people with CHAM Radio - St. Kitts
 - * 80 business people with CKOC Radio - Ixtapa
 - arrange individuals and corporate customers to attend various conventions and business meetings. For example,
 - * Comdex Convention - Las Vegas

ORGANIZATIONAL EXPERIENCE: (Cont'd)

1988-Present Opened Uncle Tommy's Wholesale Travel and duplicated Uncle Tommy's Travel Consultants Inc. to better serve and increase sales volume.

EDUCATION

MOHAWK COLLEGE OF APPLIED ARTS & TECHNOLOGY

HAMILTON, ONTARIO

Effective Supervision - Human Relations

Completed the course in 1976 and studied management skills, day-to-day problem-solving for the supervisor and effective communications between the employer and the employees.

Business Administration

Attending only the first semester before opening Uncle Tommy's Variety, I studied Basic Accounting, Marketing, Economics and Advanced Mathematics.

Diplomas

1976	Mohawk College of Applied Arts & Technology
	● Effective Supervision - Human Relations
1980	C.P. Air
	● Basic North American Fares and Ticketing
	● Advanced North American Fares and Ticketing
	● Basic International Fares and Ticketing
	● Advanced International Fares And Ticketing
1981	Cruise Lines International Association
	● Certified Cruise Counsellor
1982	Canadian Institute of Travel Counsellors
	● Qualified to use C.T.C. after name as of 1982
1986	Air Canada, Reservec, Agency Automation
1990	American Airlines Sabre Subscriber Training

Awards

1985	Award of Excellence - Adventure Tours
1986	Award of Excellence - Adventure Tours
1987	Award of Excellence - Adventure Tours
1988	Outstanding Sales and Support - Canadian Holidays
1988	Award of Excellence - Adventure Tours
1988	Gold Achievement Award - Fiesta Holidays
1989	Award of Excellence - Adventure Tours
1989	Outstanding Encouragement & Assistance - Co-op Education
1989	Award of Excellence - Adventure Tours
1990	Professional Award, European Sales - Sunquest Vacations
1990	Professional Award, Sun Destinations - Sunquest Vacations

POLITICAL EXPERIENCE

The start of my political endeavours goes back to the Campaign to Elect Jack MacDonald in Hamilton East. Shortly thereafter I became a Director of the Hamilton East Federal P.C. Association, under the presidency of Eugene Fedak.

I was approached by a VP of the Progressive Conservative Party of Ontario in June of 1987 and decided to run as P.C. Candidate in Hamilton East during the 1987 election against the incumbent Bob Mackenzie.

In the fall of 1989, I ran for the position of President for the Hamilton East P.C. Association and was elected. During my term as president, our riding association built our membership tenfold. Along with the other five riding associations in our area, we were instrumental in making the one member vote leadership bid a success and held our voting station at the Hamilton Convention Centre on May 12, 1990.

I was Campaign Manager for Ron Tomblin, P.C. Candidate for Hamilton East and I am currently on a committee to help reduce the P.C. Party of Ontario's debt.

REFERENCES

Jerry Ingrassia, B.A., L.L.B.

1 Main Street East, 3rd Floor
Hamilton, Ontario, L8N 1E7
Telephone: (416) 522-7442

Peter Borkovich, B.A., L.L.B.

1 Main Street East, 3rd Floor
Hamilton, Ontario, L8N 1E7
Telephone: (416) 522-7442

Cam Jackson, M.P.P., Burlington South

460 Brant Street
Burlington, Ontario, L7R 4B6
Telephone: (416) 639-7924

Dr. Richard Agro, B.Sc., D.D.S.

50 Dundurn Street
Hamilton, Ontario
Telephone: (416) 546-0333

Dennis A. Lugowy, B.A., C.A.

149 Main Street East, Suite 100
Hamilton, Ontario, L8N 1G4
Telephone: (416) 522-4977

Sam M. Cino, FCA; past H.E.C.F.I. Board Member

152 Jackson Street East
Hamilton, Ontario, L8N 1L3
Telephone: (416) 572-9355

Additional references available upon request.

2:35
REI

JH

CITY CLERKS

SUBMISSION
FOR CONSIDERATION
FOR APPOINTMENT
TO:

ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION
ON COMMITTEES

AND

BOARDS AND COMMISSIONS ENGLISH LANGUAGE
SUB-COMMITTEE

From: RONALD M. TOMBLIN
#2804 - 150 Charlton Avenue East
Hamilton, Ontario L8N 3X3
(416) 527-8451 - Voice
(416) 529-9197 - Fax

REASON FOR SERVING: As a long time Hamilton resident, I feel I can contribute a balanced, objective and innovative point of view. This is in consideration of my broad range of past experience in the employment, community and political environments.

I have submitted my resume for your consideration.

RESUME OF RONALD M. TOMBLIN
#2804 - 150 Charlton Avenue East
Hamilton, Ontario L8N 3X3
(416) 527-8451 - Voice
(416) 529-9197 - Fax

OBJECTIVES: Serve as a Citizen Board Member

EMPLOYMENT HISTORY:

Current

IDENTICS

Suite 210 - 137 Church Street
Toronto, Ontario M53 1Y5
(416) 368-0588

Position: Contract Manufacturers' Agent

Territory: Continental Canada and United
States of America

Duties: Participate in the development and
implementation of marketing and distribution
programmes on a regional and national basis.
Select and organize product trade exhibitions in
target North American cities.
Travelled extensively throughout Canada and United
States conducting dealer seminars and new dealer
recruitment.
Recruitment date: June 10, 1983

1981-1983

COOPER BEARINGS CANADA LIMITED

5875 Coopers Avenue
Mississauga, Ontario L4Z 1R9
(416) 273-5922

Position: Manufacturers' Representative

Territory: Southern Ontario (North Bay to Niagara
Falls and Windsor to Ottawa Valley)

Duties: Respond to distributor requests for sales
and technical assistance at point of sale.
Solicit O.E.M. quotations and follow through for
P.O. number.
Conduct product information seminars for users,
manufacturers and distributors.
conduct sales seminars for distributor sales
representatives.
Attend product demonstration exhibits.
Report by way of tape and transcribed call reports
and expense reports to President.
Recruitment date: August 10, 1981

1979-1981

MUTUAL LIFE OF CANADA

25 Charlton Avenue East

Hamilton, Ontario L8N 1Y2

(416) 528-8691

Position: Contract Career Agent

Territory: Ontario, by Ontario licence

Duties: Solicit life, pension group applications.

Recruitment date: September 12, 1979

Resigned: June 30, 1981

Contact: Mr. John Shea, CLU Manager

Mr. Jack O'Neal, CLU Ass't Manager

1977-1979

LOUNSBURY REALTY LIMITED

171 James Street South

Hamilton, Ontario L8P 3A3

(416) 528-8541

Position: Residential Real Estate Agent

Territory: Ontario by Ontario Real Estate Licence

Duties: Solicit listings for residential Real Estate (Vendors).

Solicit purchaser for vendors and qualify same.

Negotiate sale transaction for vendor and purchaser.

Draw up necessary documents for purchase, sale and follow through with necessary arrangements for financing with banks and mortgage company.

Prepare written market comparisons of residential real estate to establish estimate of selling price.

Recruitment date: December 10, 1977

Resigned: September 12, 1979

Contact: Mr. Tim McKay, President

1975-1977

NELSON EXCAVATING COMPANY LIMITED

150 Brackley Drive

Stoney Creek, Ontario

(416) 561-1226

Position: Manager of Operations

Duties: Solicit contract hourly work for in house equipment and broker equipment.

Co-ordinate sub-contracted trades.

Follow through billing and collection.

Direct maintenance and office staff.

Report to owner and President, Mr. L. Nelson.

Solicit prospects and close sale for swimming pool package installations.

Recruitment date: June 30, 1975

Resigned: October 12, 1977

For the period 1975 to 1967 I was primarily engaged in the occupation of Stationary Engineer. Upon leaving this field I had attained the level of Ontario Second Class Stationary Engineer and a portion of the First Class Certificate.

I was employed through this time by Westinghouse Atomic Power Division, Hamilton, Ontario; Consolidated Plant Maintenance on Contract to Toronto International Airport, Malton, Ontario; and Steel Company of Canada, Hamilton Works for 7 years, beginning in 1967.

PERSONAL:

AGE:	44 years	BIRTHDATE:	September 14, 1946
HEIGHT:	6 feet	WEIGHT:	230 lbs.
MARITAL STATUS:	Married 1966, separated 1980		
	One son Paul, aged 24, attending Guelph University		
BIRTHPLACE:	Brantford, Ontario		
HEALTH:	Excellent		

EDUCATION:

Glendale Secondary School, Hamilton, Ontario	- Grade 12
Mohawk College, Hamilton, Ontario	- Ontario Real Estate Licence
	- Ontario Insurance Agent Licence
George Brown College, Toronto, Ontario	- Stationary Engineering
McMaster University, Hamilton, Ontario	- Economics I
University of Western Ontario, London, Ont.	- Residential Real Estate
	- Appraisal I
Southern Alberta Institute of Technology (S.A.I.T.)	- 1st Class Stationary Engineering
Correspondance	

SPECIAL ACHIEVEMENTS:

Invited to teach Stationary Engineering 4th Class - Water Treatment and Thermo Dynamics - with the Hamilton Board of Education Evening Class. 1 year

Past Secretary and Photographic Chairman with Institute of Power Engineers. 2 years

Received President of Wentworth Condominium Corp. #1. 6 years

Received two Proficiency Awards in High School
Grades 9 and 10 - 1st Class Honours

SPECIAL ACHIEVEMENTS: (Cont'd)

Graduated with 1st Class Honours: Real Estate
 Insurance
 Stationary Engineering,
 2nd, 3rd and 4th class.

1990 Electoral candidate for Progressive Conservative Party
of Ontario for riding of Hamilton East.

REFERENCES:

Mark Eckebrecht
136 National Drive
Hamilton, Ontario L8G 5G3
Home: 578-4969
Office: Adverttech Inc.
 (416) 528-1988

Rino Bellavia C.A.
35 Mount Albion Road
Hamilton, Ontario L8R 5S5
Home: 561-9443
Office: Peat Marwick Chartered Accountants
 (416) 523 8200

Judy Mintz
4 Valleyview court
Dundas, Ontario L9H 4R6
Home: 628-4673
Office: Progressive Conservative Party of Ontario
 (416) 627-5461

RE

2:40

CITY CLERKS

SANDRA WILSON
25 QUAIL DRIVE
HAMILTON, ONTARIO L8W 1N1

MR. K. E AVERY
CITY CLERK, CITY HALL
71 MAIN WEST HAMILTON, ONTARIO
L8T 3T4

Dear Mr Avery,

I am applying for a position on the ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON COMMITTEES, BOARDS AND COMMISSIONS as well as a position on the ENGLISH LANGUAGE SUB-COMMITTEE.

Enclosed you will find my resume, outlining my experiential background as well as my educational background.

I have lived in the city of Hamilton for the past sixteen years and have found the city to be a changing reflecting mosaic of our country as a whole. I wish to be a member of one or both committees in order to contribute as a Canadian who reflects the changing mosaic of our country and our city.

I also wish to be a member of the committee for the purpose of serving or giving back to a city that has been so good to me since I arrived here sixteen years ago.

I possess excellent communication and organizational skills. I am skilled at public speaking. Poised in making presentations and professional in my demeanour. I possess tact, good judgement, and the ability to work well under pressure.

Should you require further information please contact the undersigned at your earliest convenience. I look forward to hearing from you soon in this regard.

Yours Truly

Sandra Wilson

SANDRA WILSON

25 Quail Drive
Hamilton, Ontario
L8W 1N1
(416) 575-4616

EDUCATION

Bachelor of Arts Philosophy, McMaster University, Hamilton, Ontario
May 1988

- Other areas of concentration: Labour Studies, Political Science, Psychology and Business Ethics.
- This program emphasized the multidimensional approach of examining numerous societal problems in an effort at finding relevant solutions.

CAREER GOALS

To pursue a career in the Public or Private sector which offers challenge as well as the opportunity for professional and personal growth.

PERSONAL STRENGTHS

- possess excellent communication skills
- possess ability to work directly without supervision
- work well as part of a team, collaborate with colleagues skillfully
- able to handle a variety of tasks and responsibilities simultaneously and efficiently
- excellent at organizing my time
- effective in dealing with different kinds of people
- relate well in dealing with the public, communicate effectively; excel at listening, comprehending and conveying awareness
- highly motivated, tactful, diplomatic
- skilled at making arrangements for events, processes
- poised in making presentations and excel at public speaking
- deal well with the unexpected; the critical
- possess effective leadership skills

EMPLOYMENT HISTORY

1989 - Present

Director, Facilities Management Unit, Marriott Corporation of Canada Ltd.

Responsible for recruiting, training and development of all supervisory staff and all general help staff.

Responsible for budgeting, inventory control and all general functions of the unit.

Liaise with clients.

Continued...

EMPLOYMENT HISTORY (Continued)

1987 - 1989

Part Time Recreation and Special Needs Worker:

Coordinating and implementing recreational and life skill activities for physically challenged youth and adult clients.

1986 - 1987

Corporation of the City of Hamilton

Historical Interpreter.

1984 - 1986

Assistant Shift Supervisor

In charge of all in store operations at a Hamilton restaurant.

VOLUNTEER EXPERIENCE

VOLUNTEER MODERATOR

with Telemedicine Canada

1989 TO Present

COUNSELLOR

at one of the Crisis Centres in the Hamilton Wentworth Region

1985 to 1987

VOLUNTEER ENGLISH TUTOR

1985 - 1986

- to a foreign student in order to help with the proper use of the English language

VOLUNTEER

with the Department of Epidemiology and Biostatistics at McMaster University

1984 - 1985

- collecting data for a blood pressure study conducted in the Hamilton Wentworth Region

INTERESTS

- long distance running,
- weight lifting
- non ballistic aerobics
- classical music
- reading and poetry

REFERENCES

- Available upon request.

15(b)

ENGLISH LANGUAGE SUB-COMMITTEE

(6 To be Appointed)

COMPOSITION

**TERM OF OFFICE
TO EXPIRE**

**1 Member of City Council
6 English Speaking Citizens
of any ethnic background**

To be Determined

Applicants

- *a) MILENA BALTA, 4 Mountain Brow Blvd., Hamilton, L8T 1A3
- b) ARTHUR BUTSON, 24 Auchmar Road, Hamilton, L9C 1C5
- c) MARJORY COLLIER, 543 Hughson Street North, Hamilton, L8L 4P1
- d) ANNE DEMETER, 302-790 Mohawk Road West, Hamilton L9C 6C6
- e) CHARLES ELEVELD, 915 Upper Ottawa Street, Hamilton, L8T 3V6
- f) MARGARET FOX, 226 McNab Street, Dundas, L9H 2K1
- g) JOHN GAUL, 93 Thorndale Crescent, Hamilton, L8S 3K3
- *h) CLYDE JOHNSON, 109 Folkestone Avenue, Hamilton, L8V 4N2
- *i) MARY LOU JOHNSTON, 201 Manning Avenue, Hamilton, L9A 3G3
- j) JOYCE LOWE, 191 Glen Road, Hamilton, L8S 3N3
- k) GLENN MARSHALL, 1131 Wilson Street East, Hamilton, L8S 4K4
- *l) MEL MATTHIAS, 1120 Havendale Blvd., Burlington, L7P 3E3
- m) JOHN MURPHY, P.O. Box 5031, Station E., Hamilton, L8S 4K9
- n) CHARLES PONGRAC, 116 Lavender Drive, Ancaster, L9K 1A8
- o) KEN STONE, 133 East 17th Street, Hamilton, L9A 4M4
- p) PAUL TANSER, C/o St. Joseph's Hospital, 50 Charlton Avenue East, Hamilton,
L8N 4A6

- *q) **TOMMY TARPOS**, 146 Strawberry Drive, Hamilton, L8E 4S2
- r) **DONALD THORNTON**, 43 Ivy Lea Place, Hamilton, L8T 3R5
- *s) **RONALD TOMBLIN**, 2804-150 Charlton Avenue East, Hamilton, L8N 3X3
- t) **B. WALTERS**, 36 Collier Crescent, Hamilton, L9C 3S8
- *u) **SANDRA WILSON**, 25 Quail Drive, Hamilton, L8W 1N1
- *v) **JOSE ZARATE**, 54 Lochearne Street, Hamilton, L8T 1A3
- w) **RITA BOSAS**, 172 Darlington Drive, Hamilton, L9C 2M5

*Denotes a person that has applied to more than one (1) Committee



BBM Office Innovations Inc.
755 King St. E., Hamilton, Ontario L8M 1A4
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MILENA BALTA

Typewriters • Calculators • Dictating Equip.
Cheque Protectors • Word Processors
Computers • Copiers • Facsimiles

TEL: (416) 523-8686
FAX: (416) 528-4366

Milena Balta
4 Mountain Brow Blvd
Hamilton, Ontario
L8T 1A3

H. 575-4858
W. 523-8686

R L

JAN 14 1991

CITY CLERKS

January 14, 1990

Mr. K.E. Avery
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

RE: ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON
COMMITTEES, BOARDS AND COMMISSIONS ENGLISH LANGUAGE SUB-COMMITTEE

I moved to Canada in 1968 and have been living in Hamilton since 1969. I am a Canadian citizen and have been since 1971. Presently I have one year part-time University completed and am working on the second year. My experience includes working with people one on one basis, factory work which included union environment and assembly line work. Now I am involved in management and running of a business as my husband and I own and Office Equipment Company.

Considering my diverse experience, I feel that I can contribute a great deal to the committee.

Yours truly,

Milena Balta

MILENA BALTA

4 Mountain Brow Blvd.
Hamilton, Ontario
L8M 1A3

(416) 575-8916

EDUCATION:

1988 Travel Careers Diploma
Career Canada College, Hamilton

1988 Reservec Training
Air Canada, 130 Bloor St., Toronto

1986 Social Sciences, 1st year
McMaster University

RELATED
EXPERIENCE:

Eaton's Travel Service, Eastgate Square, Hamilton, Ont.
Completed 4 months ongoing practical experience.

EMPLOYMENT:

1984-1987 BBM Office Innovations Inc., Hamilton
Sales Representative
Duties: Direct sales, public relations, demonstrations,
instruct customers on new equipment, train junior
sales persons.

1970-1982 Hairdresser
Duties: Regular hairdressing duties along with handling
cash and answering telephone.

INTERESTS

Hiking, reading and travel. I also enjoy working out 3 times
per week.

REFERENCES

Mrs. Margret Dawson
Travel Course Instructor
Career Canada College
1039 Upper James
Hamilton, Ont.
387-5214

Elizabeth Harak
R.R. #1
Grimsby, Ont.
945-3434

2:45

A. R. C. BUTSON
24 Auchmar Road
Hamilton, Ontario
L9C 1C5 Canada
(416) 383-6775

CITY CLERKS
3 January 1991

Mr.K.E.Avery, City Clerk,
City Hall,
71 Main Street West,
Hamilton,
Ont., L8N 3T4.

Dear Sir,

I wish to be considered for appointment to the
English Language Sub-Committee of the City of Hamilton.

I feel that it is only by having one official
language reflecting the mode of communication of the vast
majority of citizens of Hamilton, that we can avoid duplication
and unnecessary expense . That is not to say that interpreters
and translation services should not be available where needed.

Supporting documents are enclosed.

Yours very truly


A.R.C. Butson

NEW PROOF: 1988 Edition, CANADIAN WHO'S WHO

BUTSON, Arthur Richard Cecil, G.C., O.M.M., O.St.J., C.D., M.A., M.D., B.Chir., FRCS (Eng.), FRCS(C), FACS; surgeon; educator; b. Hankow, China 24 Oct. 1922; s. Cecil Walker and Doris Neave (Stanton-Cook) B.; e. Leighton Park Sch.; Cambridge Univ. M.A. 1946, M.B., B.Chir. 1945, M.D. 1951; Univ. Coll. Hosp. Med. Sch. London, Eng.; m. Eileen Callon 30 June 1967; children: Sarah Louise, Caroline Frances, Andrew Richard; trained as Surg. London, Eng. and Montréal; surgery practice Hamilton, Ont. since 1953; Clin. Prof. of Surg. McMaster Univ. Med. Sch. 1970- ; participated in Falkland Islands Dependencies Survey and east coastline Antarctic peninsula (previously unmapped) 1946-48, awarded George Cross and Polar Medal; served with Candn. Militia 1956-82, rank Lt. Col.; commanded Hamilton Militia Med. Co. 1973-77, twice winning trophy for best med. co. in Can.; also served as Area Surg. Central Militia Area; apptd. Queen's Hon. Surg. 1977-79; recipient Queen's Silver Jubilee Medal; Bgde. Surg. to St. John Ambulance since 1973 and currently Prov. Surg. for Ont. Council; rep. Can. on Interallied Confedn. Offrs. Med. Reserves (NATO Reserve Offrs. Orgn.) 1980-84; climbed extensively in Candn. Rockies, Baffin Island, Eur. Alps & Himalayas; Leader 1978 Candn. Hindu Kush Expdn.; author or co-author numerous med. publs.; recreations: skiing, mountain climbing; breeding Galloway beef cattle; Home: 24 Auchmar Rd., Hamilton, Ont. L9C 1C5; Office: 25 Charlton Ave. E., Hamilton, Ont. L8N 1Y2.

2:50

Mr N. Emery

I am Interested in
the Sub Committee
that is being formed
at the city Hall, I am
Canadian, Born in
Hamilton of English
Parents

Thanking you
I am

RECE

MA 1

CITY C

Mrs L. Maynard Follier
543 Hugson St
Hamilton
L S L H P I

2:55

Al
79
Hi
Th
38

*Received
Jan 7/91
H.A.D.*

Mr. K.E. AVERY, City Clerk,
City Hall,
71 Main St. W.
Hamilton, Ontario
L8N 3T4

Subject: English Language Sub-Committee

Dear Mr. Avery:

I would like to be part of the English Language Sub-Committee.

Since heading a committee on language rights in Kent County, some years ago, I have retained an interest in the subject. I worked closely with the 'animators' sent to the area and financed by the Trudeau Government.

The successive Provincial Governments should have had an English Commission in place. Discussions were held with the late Premier John Robarts, former Premier Bill Davis, members of APEC, as well as officials at the local Secretary of State Office, and members of the French Community.

I know I could lend balanced judgement to this committee.

I am anticipating that you will give serious consideration to my application.

Yours respectfully

Anne Ross Demeter

3:00

REC

1A

CITY CLERKS

January 10, 1991

Dear City Council:

The undersigned would like to be considered for the appointment for the English Language subcommittee.

I was born in Holland in 1932 which makes me part of a visible minority. Having lived in Hamilton for about 30 years, I am concerned with the direction we are taking. My wife, Carol and I have four children, all born and educated in Hamilton.

My interest in this committee is best explained by a letter to the editor of the Hamilton Spectator in reply to a column by Tami Paikin Nolan. I also ran as a candidate in the By-election in Ward 6 in November 90.

Charles Eleveld
915 Upper Ottawa St.
Hamilton, Ontario
L8T 3V6

Charles Eleveld

Dear Editor:

Re: Tami Paikin Nolan's article, "An unneeded subcommittee can only cause problems."

The writer's claim that "Hamilton is the laughing stock of the English speaking world" and "I think, the decision of Hamilton's City Council to establish a special subcommittee to look out for the interest of English speaking Hamiltonians, is the sickest joke I have heard in a long time" is misleading, biased and unfair reporting.

She notes that council was lobbied by A.P.E.C., who's founder was J. V. Andrews, who believes that the French and the Jews are conspiring to turn Canada into a Unilingual French speaking nation. What has Andrews have to do with the request for a subcommittee? Does Keegstra represent teachers? And Zundel represent Toronto?

Why did the writer not mention that council wanted the committee to reflect the diverse nature of Hamilton's population. For that reason council encouraged, especially applications from women, persons with disabilities, natives and racial and ethnic minorities. Does this sound like an A.P.E.C. committee? Council's move was wise indeed. The committee could play a very important role in Hamilton and save millions of dollars. How? It could monitor the impact and costs of Bill 8, at least slow down or stop its implementation, until we know for sure if Quebec wants to stay or not?

It would be ludicrous to have an official Bilingual Canada from coast to coast, and in the middle find the republic of Quebec, with its elected first president, Brian Mulroney. Surely, we can stand together and ask for some sanity and common sense in the governments rush toward official bilingualism. Let's take a prudent and cautious approach in trying to meet the ever increasing demands of minorities. It is my belief that the committee has a job to do despite Tami Paikin Nolan.

Charles Eleveld
915 Upper Ottawa St.
Hamilton, Ontario
L8T 3V6
416-383-8382

RECEIVED

JAN 7 1991

CITY CLERKS

3:05

E

D

L

Jan.4/91.

Mr. K.E. Avery, city clerk.
City Hall,
Hamilton Ont. L8N 3T4.

Dear sir,

Please consider my application for the English language
sub committee.

I am of Hungarian heritage, having lived in the city of
Hamilton for fifty years, having raised my family of six here, and
who are still in this region. After the death of my husband have made
my home with my daughter.

With the European background, retired from the Hamilton
General Hospital, serving eight years in Medical Records, and then
ten years as a ward clerk, where I encountered and was involved with
many of the multicultural residents of this city, feel that I could
of service to this committee.

Must commend the city council for this fair decision, to
as many of the taxpayers have some say, especially in the financial
and administrative departments. Have been very interested in the
political and every day events concerning our region.

Would appreciate a personal interview at your convenience
and can be reached at 627-0793, any time. Thanking you,

Sincerely,

(Mrs.) Margaret Fox.

Margaret Fox.

3:10

Decer

RE

Mr. K. E. Avery, City Clerk,
City Hall, 71 Main Street West,
Hamilton Ontario L8N 3T4

JAN 4 1991

CITY CLERKS

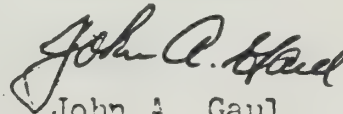
Dear Mr. Avery:-

I am submitting my name to consider for appointment to the English Language Sub-Committee, being very familiar with the Francophone situation and their control over the Federal also Provincial Governments of Canada. With the passing of Bill 8 we are faced with the same problem against English speaking citizens as in Quebec.

Was born in Hamilton on January 19, 1917, and have been living in this city ever since except for my time in the Canadian Forces during the Second World War. My late father A.G.Gaul served with distinction as Alderman in Ward One, and the Hamilton Harbour Commission, his last few years being Chairman, up until his passing on April 30th 1950. Signal tribute was paid my father's harbour work by the Ottawa government, when they cast aside precedent to name him, the City Council representative, chairman of the commission. It was the first time that the city's representative had ever been so honoured.

Up until the year 1986 I carried on the family business A.G.Gaul, established in 1908, since that time operating from my home with special customers only.

Yours truly,



John A. Gaul
93 Thorndale Crescent,
Hamilton Ontario.
L8S 3K3

2:05

(2)

109 Folkeston
Hamilton, Ont
December 24,

RECEIVED

JAN 2 1991

CITY CLERKS

Mr. K. E. Avery, City Clerk
City Hall
71 Main Street West
Hamilton, Ontario L8N 3T4

Dear Sir:

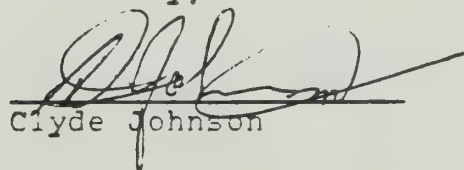
As a member of the Black Community I would very greatly appreciate the opportunity to contribute to the growth of the multicultural nature of the city.

I do believe that the cultural diversity of a city like Hamilton must be developed in a harmonious manner and, thus, would be a source of strength to the city. I do believe that my contribution could help strengthen the web of that cultural diversity.

Also, as an educator I see and appreciate the need for equitability in every aspect of our society and, wherever possible, I would like to contribute to it being successfully achieved. Therefore, I would like to be a member of the team which assists the city in meeting that need of its people with regard to their race, ethnicity and culture.

For these reasons I do wish to serve either on the Advisory Committee on Equitable Representation on Committees or on the English Language Sub-Committee, with my preference being the former.

Sincerely,


Clyde Johnson

RESUME

CLYDE JOHNSON

I have been employed with the Hamilton-Wentworth Roman Catholic Separate School Board for twenty-five years. During that time I have taught at many schools. At present I am the Vice-Principal and Grade Five teacher at St. Clare of Assisi School in Stoney Creek.

For the School Board I have served on the following committees: Mathematics, Staff Development and Science Advisory. I am now a member of the Junior Math Challenge Committee, the Junior Guidelines Committee and the Board's Race and Ethno-Cultural Relations Committee.

In my parish of Our Lady of Lourdes I served as chairperson of the Pastoral Council. For our thirtieth anniversary I assisted in organizing many successful parish celebrations. I am no longer a member of the Pastoral Council, but I am still involved in different capacities. I serve as Lector and Eucharistic Minister at church and take the Eucharist to shut-ins and residents of senior citizens' homes. My wife and I conducted pre-marriage courses for engaged couples.

In my neighbourhood community I initiated the Lawfield Parents' Group. During the summer the group organized sports and fun activities for the neighbourhood children. I successfully guided the group in raising \$16,000 which was used to finance a joint venture with City Hall to purchase and install creative play structures in Lawfield playground in 1987. We now have an agreement with City Hall to jointly install a basketball court in Lawfield Park. I am also a member of The Ambitious City Toastmasters Club.

My academic education includes: from McMaster University - a Bachelor of Science Degree, and from the Ontario Institute of Studies in Education - a Master of Education Degree. My professional education consists of Ontario Teacher's Certificate plus the Principal's Certificate - Parts 1 and 2.

2:10
RECE

(2)
JAN 14

CITY CLERKS

January 12, 1991.

201 Manning Ave.
Hamilton, Ontario.
L9A 3G3

Mr. K. E. Avery, Clerk,
City of Hamilton,
City Hall,
71 Main Street West,
Hamilton, Ontario.
L8N 3T4

Dear Mr. Avery:

Responding to the Public Notice, regarding Appointments of Citizen Members to The Advisory Committee on Equitable Representation on Committees, Boards and Commissions; and The English Language Sub-Committee, I wish to express interest to be of service to the Community, and thus to be considered for recommendation to either Committee.

The reason that I wish to serve on either Committee, springs from my own desire to return an interest to the Community which forms my environment, and impacts upon my daily life. I believe a citizen, should be willing to go beyond indifference, or criticism of Municipal operations and programmes, to actively participate in doing their best to be a part of the solution--rather than being a part of the problem.

My second reason for desiring appointment to one of the Committees, doubtless results from my three plus decades of daily exposure to Municipal administration, and the practical application of same. Since 1955, I have been engaged in a wide ranging association with the public: from School Students, through the Health Department, to Welfare recipients, in the County Clerk's Department; from association with Care of the Elderly, through Homes for the Aged, to Engineers, Contractors, and day Labourers, in the Roads and Environmental Services Departments; from Planners and Consultants, in the Planning Department, to Freedom of Information and Protection of Privacy Application, in the Regional Clerk's Department. All this in conjunction with exposure to Policy and Directives of the Province of Ontario, through various Ministries, and the various approaches employed by three Political Parties, each in Power, in their own time. Finally, to each unique, individual Citizen who pays the bills, through the Property Assessment Offices, and to Suppliers of commodities, witnessed by countless invoices in the Treasury Department.

My interest in the Community, and service includes:

Vice-Chairman, Cayuga Figure Skating Club, and
Annual Carnival Chairman, Cayuga Figure Skating Club,

Member of Board of Directors, Haldimand Children's Aid
Society,

Participant, Haldimand Museum Board,

Member, and Volunteer, West Haldimand General Hospital Aux.

Elder, Cayuga United Church,

Volunteer, Literacy Council of Canada,

and most recently, attended Group Classes in Sign Language,

plus active participation in a number of groups and
organizations from C.G.I.T. at age 9, until the present.

My interest in Committee activity, is promoted by many hours
in attendance at Committees and Council, in my Secretariat
capacity as Deputy Clerk, and, (since 1977), as Regional
Clerk. I find Municipal functions and programmes
interesting, challenging, and ever changing. From my
knowledge of the Committee System, basic
relationships of operating Departments, and various
programmes, I believe that I could contribute positively
to the Community in which I live. I would like the
opportunity to participate.

Thank you for your consideration of my Application. Should
you have any questions, you may reach me at 575-3886.

I would appreciate treatment of this letter as "Private and
Confidential".

Yours truly,

Mary Lou Johnston.

3:15

RECEIVED

JAN 2 1991

Mrs. Joyce
191 Glen
Hamilton,
L8S 3N3

CITY CLERKS

27th December, 1990

Dear Mr. Avery,

English Language Sub-Committee

In response to your advertisement in the Hamilton Spectator regarding the English Language Sub-Committee, I would very much like to be considered to serve on this committee.

My qualifications are varied and my reasons are many, and I do believe I have the necessary interest and experience you require to enhance such a committee. I have had a lifelong love for the English language and its culture.

Moreover, I am quite familiar with the dynamics of committee life having had some experience in this field.

Thanking you in advance for your consideration of this application.

I am yours sincerely,

Joyce E. Lowe

(Joyce E. Lowe)

:

RECEIVED

JAN 8 1991

3:20

CITY CLERK ~~SS~~ R. E. AVERY

DEAR Sir:

AS I AM THE FOUNDING
MEMBER OF A.P.E.C. (ALLIANCE FOR THE
PRESERVATION OF THE ENGLISH LANGUAGE IN
CANADA) IN THE GREATER HAMILTON AREA,
I FEEL I WOULD HAVE A GREAT DEAL TO
CONTRIBUTE TO - "THE ENGLISH LANGUAGE
SUB-COMMITTEE". A.P.E.C. MEMBERS ARE
OF EVERY NATIONALITY, INCLUDING FRENCH,
OF WHICH TWO, ARE PRESIDENTS OF
A.P.E.C. BRANCHES. THROUGHOUT CANADA


I AM 64 YEARS OLD, RETIRED FROM
STEELCO, SERVED 5 YRS IN THE ARMY (4 YRS.
IN THE THEATRE OF WAR) DURING WORLD WAR 2.
I AM MARRIED (50TH YEAR), 3 CHILDREN &
8-GRAND-CHILDREN - WHICH REMINDS ME -

How could a person like myself
be racist or a bigot?

My forefathers came from at least
4 different countries, I married into
an opposite religion, my one daughter
is married to a German from Czechoslovakia
my other daughter is married to a
Jewish boy from France, my son
is engaged to a Japanese girl, we
are all a very close family.

Trusting we may have your
consideration on this committee.

Yours Truly
Glenn Marshall.

 GLENN NEIL MARSHALL
1131 WILSON ST E
HAMILTON ONT
L8S 4K4

416-5278117.

RECEI

2:15

JAN 7

(2)

CITY CLERK

1120 Hav

Burlington, ON L7P 3E3

January 2, 1991

Mr. K. E. Avery,
City Clerk,
City Hall, 71 Main Street West
Hamilton, ON L8N 3T4

Dear Mr. Avery:

Re: Advisory Committee on Equitable Representation
on Committees, Boards & Commissions English Language.

I am responding to your recent advertisement for representatives on various committees as outlined in the Hamilton Spectator's announcement last week.

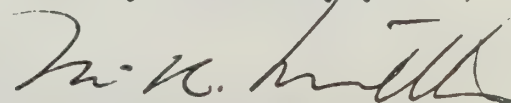
I have been a resident in the Halton region for the last twenty one years. I have been a management volunteer for the Canadian Mental Health Association, both at the Branch and Provincial levels during the period 1980 - 1985. I have served in various capacities including: chair of the education and personnel committees, vice president, president and chair of the presidents' council. I have also served as a volunteer for Telecare Teleministries/ a 24-hour distress centre.

I feel volunteering is one of the most rewarding activities citizens can participate in to improve and enrich the quality of life in the community.

As you will see from the attached brief resume, I have held several key and responsible positions in the corporate sector, teaching and most recently academic administration. I speak several languages, and would be delighted to meet with yourself to discuss the mission and goals you have in mind for these appointments, as well as the various time commitments. I may be reached at: 335-0592.

I look forward to hearing from you, in the meantime please accept my best wishes for a happy and prosperous new year.

Very sincerely yours,



Mel Matthias

Encls.: Resume

Milad R. Matthias, P.Eng.,

1120 Havendale Blvd., Burlington
Ontario L7P 3E3, (416) 335-0592

CAREER GOAL

A senior administrative/ management position with an institute of higher education where my education and skills will contribute to its growth and achievement of excellence.

EXPERIENCED AND KNOWLEDGEABLE IN . .

- * Program planning, teaching, staffing and budget control
- * Writing, editing and critical review of scientific, business and technical articles and books
- * Maintaining order and cohesion in large and small groups and classes
- * Long range and strategic planning
- * Mediation, negotiation and conflict resolution
- * Creating the environment that motivates staff to aspire for achieving their best

WORKING KNOWLEDGE IN . .

- * The Education Act, Ministry's regulations and Statutes
- * The education system in most western countries
- * Social research methodology and content analysis techniques
- * Dealing with the media, public debate with hostile audiences (nuclear controversy)
- * Micro-computer applications, teleconferencing, distance education, media based education, data and voice communication
- * Safety and occupational health legislation and regulations

An energetic self starter with an above average business sense tempered by sensitivity in relations with groups and individuals with differing and conflicting needs, perceptions and cultural backgrounds.

An appetite for challenge and hard work with the ability to foster close working relations with peers, superiors and subordinates with a strong team spirit.

CAREER HISTORY

Technical University of Nova Scotia, Mar. 89 - Present
Assistant Director, Continuing Education Division
Central Canada Office

RESPONSIBILITIES: Senior academic administrator in charge of staffing, faculty/ instructor resource planning, budget and program delivery of continuing education in the areas of engineering, computer science, architecture and management of technology in the Toronto, Ottawa, Montreal region

University of Toronto, Ryerson, Canadian School of Management
Mar. 86 - Dec. 88

RESPONSIBILITIES: Carried out research work in an international project called: Employment/ Education Fit for Engineers & Business Graduates.
Taught in the under-graduate and graduate level programs: Admin. Theory, Organization Theory, Corporate Finance, Decision Making, Management, Business Policy and Strategy.
This period was partly a residence requirement for the Ph.D. study, and an opportunity to hone my academic/ teaching skills.

Canada Life Assurance Company Oct. 85 - Mar. 86
Financial Adviser

RESPONSIBILITIES Sold and advised clients on various types of insurance: life, sickness & disability, group and other financial services.

Atomic Energy of Canada Ltd. Oct. 81 - Sept. 85
Licensing Engineer - Analyst

RESPONSIBILITIES Performed safety analysis, evaluation and review of new and operating reactors.
Was the liaison engineer with the regulator: Atomic Energy Control Board on behalf of AECL and the client utilities.
Was in charge of coordination and review of \$2 million worth of safety analysis work to an overseas utility.

1

<u>Ontario Hydro</u>	<u>Aug. 67 - Oct. 81</u>
Various Positions:	Nuclear Communications Officer, Nuclear Design Engineer Sepcialist, Nuclear Fuel Designer (Attached to Atomic Energy of Canada Ltd.) and Assistant Technical Supervisor.

RESPONSIBILITIES As a member of the Operations & Commissioning team of Douglas Point Generating Station, I wrote eleven In-Service reports.

Was co-author of the "Fuel Design Manual" for Pickering Station, and participated in writing the "Fuel Design Manual" for Bruce Station.

Wrote the design specifications for Ontario Hydro's first full scale fuel transfer flask, and was Hydro's liaison engineer with the Consultant and Fabricator.

Coordinated the production of two in-house films on nuclear energy: safety & employment.

Was a member of Ontario Hydro Emergency Planning team from 1974 to 1981.

Was a committee member, co-chair and chair to many committees and task forces on safe transportation of nuclear fuel and waste management.

Participated, led and organzied in excess of forty seminars, workshops and debates on energy, economics and the environment.

Wrote, reviewed or edited in excess of twenty pamphlets, fact sheets or articles.

<u>Overseas Experience</u>	<u>June 63 - May 67</u>
----------------------------	-------------------------

Following my graduation in 1963, I worked for Italconsult and the Egyptian Electricity Corporation as Assistant to the Chief Engineer and Shift Supervisor/ Cairo South Power Generating Station respectively.

ACCOMPLISHMENTS

In my first year with the Technical University of Nova Scotia, through careful planning, good business development and inspired staff we were able to more than double our seminars' registrants and revenue. In addition, cost items were identified and reduced to the necessary minimum, thus greatly improving the revenue/cost picture. As in most jurisdictions, continuing education operates on cost recovery basis, and therefore efficiency in operation is vital.

While an employee with Ontario Hydro, I was given an assignment to optimize the cost of transportation of irradiated fuel. I suggested the use of quantitative business methods using operations research techniques and spearheaded a task force to investigate the problem. Even though, as yet, there is no central repository for irradiated fuel, Hydro management has adopted the approach that I had proposed. In addition, the approach has been adopted to study similar problems for other Hydro projects.

Atomic Energy of Canada Ltd. sold a nuclear reactor to Argentina. My responsibility was to coordinate a \$2 million worth of safety analysis work. Through careful planning, proper organization and thorough reviews, AECL was able to deliver this part of the project on time and within budget. This was one of the few parts of the project that were delivered on time and within budget.

During the academic years 1985 to 1988, my teaching evaluation has been consistently above the faculty average both at the Canadian School of Management and the University of Toronto, where comparative evaluation is the normal method of faculty teaching assessment.

In Aug. 1987, I was nominated by the President, and V.P. Academic Affairs of the Canadian School of Management to be cross-appointed a Professor of Business to the International Management Centre at Buckingham, England. So far, only five of the faculty members have been cross-appointed to this honorary position.

Achieved a favourable resolution of a complex, difficult to win case (land development project on behalf of nine partners) through meticulous negotiation, diligent and incisive deployment of strategy.

EDUCATION

Ph.D.	Adult Education University of Toronto/ OISE Major : Developing Human Resources Minors: Applied Psychology, Measurement, Evaluation & Computer Applications.	Near completion
M.Sc.	Management Science University of Waterloo Major : Organization Behaviour	1976
B.Sc.Eng.	Mechanical Engineering Cairo University, Egypt	1963

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

MEMBER	Association of Professional Engineers of Ontario Society of Logistics Engineers (Life Member) Ontario Education Research Association Canadian Association For University Continuing Education International Council for Continuing Engineering Education (Finland) American Society for Engineering Education Plant Engineering and Maintenance Association of Canada (Board member) Canadian Society for Engineering Management (Board member)
ASSOCIATE	International Adult Education Council

PERSONAL

LANGUAGES	English: fluent; French & German: Working level; Arabic : mother tongue
HOBBIES	Theatre, art, music, writing (non fiction), ham-radio, reading (local, national and international affairs, innovation, entrepreneurship), tennis and table tennis

St. George's Benevolent Society of Ha

3:25

John E. Murphy
President

Colonel Colin Lane
1st Vice-President

Frederick W. Milner, B.A.
2nd Vice-President



Founded 1843

Edgar
Secret

Post Office
Hamilton, Ontario, Canada
L8S 4K9

Telephone [416] 527-4128

The 2nd of January, 1991

Mr. K. E. Avery, City Clerk
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

RECEIVED

JAN 7 1991

CITY CLERKS

Dear Sir:

re: English Language Sub-Committee

Responding to the announcement of the proposed Advisory Committee on Equitable Representation on Committees, Boards and Commissions English Language Sub-Committee, the Board of St. George's Benevolent Society of Hamilton, felt it would be appropriate for the Society, with its long history of concern of anything English in our community, have input, should such a Committee be formed.

Our choice for consideration for appointment to the Committee is = Colonel Richard Butson, GC, OMM, CD, MD, FRCS, who is well qualified to participate as a member of this Sub-Committee.

Yours truly,

St. GEORGE'S BENEVOLENT SOCIETY
of HAMILTON

President

3:30

HOME ADDRESS:

CHARLES D. PONGRAC

F

116 LAVENDER DR

ANCASTER ONT.

648-0712

CITY CLERKS

RESTAURANT:

FRONT PAGE COFFEE SHOP.

614 MOHAWK RD. W (WESTCLIFFE MALL)

HAMILTON ONT.

574-2992

PLEASE KIND ENCLOSED MY RESUME TOGETHER WITH A
NUMBER OF LETTERS OF RECOMMENDATION FROM INDIVIDUALS THAT I DEALT
WITH WHILE LIVING IN LONDON-ONT.

I AM INTERESTED IN PARTICIPATING IN ENGLISH LANGUAGE COMMITTEE
AND I AM CONFIDENT THAT MY EXPERIENCE IN DEALING WITH PUBLIC WOULD
BE OF BENEFIT TO THE COMMITTEE.

ZELLERS DEPARTMENT STORE
Hamilton, Ontario
Sales Department

September 1972 - August 1974

SIMPSON SEARS
Hamilton & Dundas, Ontario
Sales, Customer Service, Shipping, Receiving, Security

January 1960 - August 1972

COMMONWEALTH HOSTELS
London, Ontario

CHARLES D. PONGRAC

116 LAVENOIR DR

AMCASTER, ONT. L9K 1A8

416-648-0712

- * For the past year, worked on & organized London & District Ethnocultural Council which came into being September 16th, 1986 currently holding position as PRESIDENT of the said Council.
- * Organizing for Red Cross from various Ethnic Groups & establishing annual commitment from these groups for Blood donations.
- * Serving on Emergency Disaster Committee for the City of London
- * Contact made with Transplant International Canada for Organ Donation Drive among Ethnic Clubs.
- * Serving now on Board of Directors of Two Ethnic Clubs
- * Served on Board of Directors as Multi-Cultural Advisor for London East
- * Served on Election Committees as Multi-Cultural Advisor during Federal, Provincial and Civic Elections
- * Assisting Various Ethnic Clubs with problems of individual members
- * Volunteed work for Red Cross
- * Fund Raising
- * Organized 400 homes for neighbour watch program and now serving as Area Co-ordinator
- * Learned German and some Spanish language
- * 80% fluent in most Slavic languages
- * Board of Directors-Clear Lake Holiday Resort

ACTIVITIES

- Member of many Ethnic Organizations
- Continuous study of Spanish and Italian languages
- Travelling extensively - Made trip around the world - visited a number of South American and European countries: Australia, New Zealand and Fiji
- Outdoor and indoor organized Soccer, Table Tennis, Chess, Accordion & Organ Playing, Gardening, Card Games, Camping, Swimming, Dancing (Ballroom)

EDUCATION

High School - Yugoslavia - Graduated 1953
 Real Estate Sales - Fully Licensed

Insurance Broker
 Starting Real Estate Broker License Courses

EMPLOYMENT

PINMEIRO REALTY & INSURANCE
 London, Ontario

September 1983 to Present

L.Y. SMYTHE & THOMPSON INSURANCE
 Hamilton, Ontario

September 1979 - July 1983

GENERAL INSURANCE AND REAL ESTATE SALES

G.W. ROBINSON DEPARTMENT STORE
 Hamilton, Ontario

August 1974 - September 1979

ZELLERS DEPARTMENT STORE
 Hamilton, Ontario
 Sales Department

September 1972 - August 1974

SIMPSON SEARS

Hamilton & Dundas, Ontario
 Sales, Customer Service, Shipping, Receiving, Security

January 1960 - August 1972

COMMONWEALTH HOSTELS

Sydney, Australia
 Head Office, Caretaker

February 1956 - November 1959

AUSTRIA - ENNS

Awaiting Immigration

November 1954 - February 1956

PRESENTLY OWNER OF "FRONT PAGE COFFEE SHOP" AT WESTCLIFFE HALL
 (FOR LAST 2 YEARS) 574-2996



Barbadian Canadian and Friends Association London & District

Post Office Box 1595 Station A London, Ontario Canada N6A 5M3

President
Lionel Worrell
Secretary
Evans Brathwaite

Telephone:
(519) 673-0269
Telephone:
(519) ~~681-6674~~
660 1283

March 24, 1988.

TO WHOM IT MAY CONCERN.

The Barbadian-Canadian and Friends Association, London and District, was established 12 years ago.

In our aims and objectives, we have developed and maintained close relationships between Canadians and Nationals of Barbados, to further our national interests, and to enrich the ethnic values of the community of London, in the activities in which we have participated.

We have known Mr. Charles Pongrac for the past 4 years, and can state that we have a very high opinion of his character, ability, and integrity, in assessing the services he has given in all spheres of his community activities.

Mr. Pongrac, realizing that there was a vacuum in the form of representation of ethno-cultural organizations in London, exercised his initiative in organizing the first Ethno-cultural Council in this area, for the purpose of furthering the multicultural reality within our community, to ensure the equality of all Canadians in one united Canada.

The Council in its second year, has a registered membership of twenty eight organizations, comprising various ethnic groups in the City of London, voicing their concerns to all levels of Government on a number of issues, affecting their interests.

The progress of the Council in the short period it has been established, is due to the indefatigable efforts and dedication of Mr. Pongrac in his capacity of President, in promoting the objectives of the Council.

On behalf of the Barbadian-Canadian and Friends Association, London and District, (a member Association of the Council) I have great pleasure in introducing Mr. Charles Pongrac to your organization.

Yours sincerely,
Lionel Worrell
Lionel Worrell
PRESIDENT.



TRAVEL BUREAU

71 WHARNCLIFFE RD. SOUTH • PHONE: (519) 433-8173

AIR • BUS • STEAMSHIP • TRAIN • CRUISES • CONDUCTED TOURS • GROUP TRAVEL • HOTELS • RESORTS • INDEPENDENT ITINERARIES • TRAVEL INSURANCE • PASSPORTS • VEGAS

Telex: 064 7599

LONDON, ONTARIO, CANADA N6J 2J8

April 19, 1985

To whom it may concern

I hereby certify that Mr. Charles Pongracz of London, Ontario, is well known in a large part of London, Ontario, and very popular.

Mr. Pongracz speaks German, English and Slavic languages.

He is a member of the German Canadian Club of London.

He tries very hard to equalize the contrasts between the various ethnic groups of immigrants.

I wish him success for the future.

* Ernst Ruppe

—RUPPE—

TRAVEL BUREAU

71 Wharncliffe Rd. S. (519) 433-8173

London 63, Ontario, Canada



120 CLARKE ROAD
LONDON, ONTARIO N5W 5E1
PHONE: 455-7950

February 12, 1985

To whom it may concern:

On behalf of the Marconi Club of London, Ontario,
I wish to inform you that Mr. Charles Pongrac has
volunteered his service on numerous occasions for
the welfare of our Club.

I am sure Mr. Pongrac would succeed in any environment.

Sincerely yours,

Sestino R. Casasanta, President,
MARCONI CLUB OF LONDON, ONT.

THE CORPORATION OF THE CITY OF LONDON

JOSEPH FONTANA,
CONTROLLER.



March 31, 1986.

TO WHOM IT MAY CONCERN:

Re: Mr. Charles D. Pongrac

Mr. Pongrac is a very remarkable person. Over the past number of years, I have found him to be a very hard-working, sincere, dedicated and honest individual. He has given unselfishly of his time to his community and varied community groups.

I have no hesitation in recommending him to your organization. He will be an invaluable asset.

Yours sincerely,



Joseph Fontana,
Controller.



HOUSE OF COMMONS
CHAMBRE DES COMMUNES
CANADA

TOM HOCKIN, M.P.
Room 345 Confederation Bldg
House of Commons
K1A 0A6
996 2084

CONSTITUENCY OFFICE
101 Cherryhill Blvd
Suite 105
London Ontario
N6H 4S4
679-8170

April 15, 1986

To Whom It May Concern:

I have known Charles Pongrac for over three years. He is a hard-working individual who is well-known not only within the London West and London East Progressive Conservative Associations, but also within a number of ethnocultural groups in London and the surrounding area.

He is very attentive, organized and careful, and I have no reason to doubt his integrity. I am happy therefore to make myself available for any calls you may have if you wish further references.

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'Tom Hockin'.

Tom Hockin, M.P.



中醫藥針灸學院

INSTITUTE OF CHINESE MEDICINE AND ACUPUNCTURE

INSTITUT DES ETUDES DE MEDECINE CHINOISE ET D'ACUPUNCTURE

984 Oxford St., East, London, Ont., Canada N5Y 3K4 Tel: (519) 455-0168 or 433-2684

OFFICE OF THE DIRECTOR
DR. CEDRIC K. T. CHEUNG
B.Sc., C.M.D., Dr.Ac., L.Ac.

April 5, 1988

Mr. Charles D. Pongrac
116 Lavender Dr.,
Ancaster, Ont. L9K 1A8

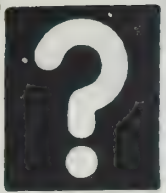
RE: MR. CHARLES D. PONGRAC

This is to certify that I have known Mr. Pongrac for a year. It is a great pleasure to say that he is a man of high integrity. In addition, his honesty and sincerity have impressed me a lot.

Yours truly,

Dr. Cedric K.T. Cheung
Director

CKTC/HPC



New Portuguese Centre (London)

200 St. Julien St.
LONDON, Ont.
N5Z 2M9

(519) 452-1466

Dear Sir or Madam:

The New Portuguese Centre (London) is a non-profit organization. Our objectives are; 1) to assist the Portuguese immigrant in developing more effective coping skills, 2) to provide the immigrants with information pertaining to Canadian customs, values, etc., 3) to increase the awareness of mainstream agencies concerning the needs of the Portuguese newcomer.

On behalf of the Board of Directors of the New Portuguese Centre (London), we wish to take this opportunity to inform you that Mr. Charles Pongrac has been involved with our organization for approximately four years, both as a volunteer and as Board member. Through the years Charles has proven to be very dedicated to/and concerned with issues affecting all ethnic groups in Canada, and in voicing these concerns.

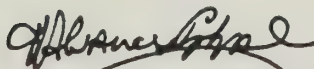
In 1986 Charles began to place all his efforts towards the initiation and organization of a solid body that would, 1) promote rights of all individuals, 2) encourage their full and equal participation in Canadian society, 3) promote understanding and cooperation between all ethnic, cultural and racial groups in Canada.


Upon a year of arduous labor, Charles successfully achieved the formation of the London and District Ethnocultural Council.

Recently, Charles announced that due to personal reasons, he would be moving to Hamilton, Ontario. Unfortunately, for this community we will be losing a great individual. However, we are positive Charles will continue to contribute a great deal to his new community.

We want to wish him the very best in all his future endeavours.

Sincerely,


Fernanda A. Cabral,
Director


Jose Pinheiro,
Board Member



CZECHOSLOVAK ASSOCIATION OF CANADA

LONDON BRANCH, P.O. BOX 6091, STN. D, LONDON, ONTARIO N5W 5R6

Mar. 14, 1988

To Whom It May Concern :

I wish to express my gratitude to Mr. Charles D. Pongrac for his effort in establishing better understanding, co-operation and recognition of ethnic minorities of London, and making Ethnocultural Council of London a recognized and respected organization.

To Mr. Pongrac belongs my admiration for his personal concern and help to individuals of any group in social and personal problems, and for his devotion to improvement of social life and human relations.

Peter O. Chladek

President of C.A.C.-London Branch



LONDON CHAPTER

Chinese Canadian National Council

全加華人協進會倫敦分會

P.O. BOX 395 STATION "B" LONDON ONTARIO N6A 4W1

April 25, 1975.

To Whom It May Concern:

On behalf of the C.C.N.C., London Chapter, I am pleased to acknowledge Mr. Charles Pongrac as an active member of our organization.

Mr. Pongrac is a gentleman of many interests who has been very active in the promotion of good will and understanding in the Multi Cultural Community and their activities and educational pursuits.

We have always found Mr. Pongrac to be a reliable, aggressive gentleman, with a positive personality and attitude, who has always been available and eager to assist cheerfully, energetically and to be competent. I am confident Mr. Pongrac will be successful in any of his endeavors or affiliations.

Yours Truly,

Chun Ying Yat M.D.
President C.C.N.C.

CYY/cl



New Portuguese Centre (London)

200 St. Julien Street
London, Ontario
N5Z-2M9

(519) 452-1466

April 12th, 1985

To whom it may concern:

On behalf of the New Portuguese Centre (London), I have the pleasure to inform you that Mr. Charles Pongrac, has been actively involved as a volunteer with this organization for a good number of months.

On February 1985, Charles was elected to the Board of Directors. He has contributed a great deal of his person and continues to be an asset to this organization and to the community it serves.

Charles is an energetic and aggressive individual who will certainly succeed at any endeavour he hopes to achieve.

Sincerely,

The New Portuguese Centre (London)

Fernanda A. Cabral,
Director



May 7, 1985

Mr. Charles Pongrac
696 Hamilton Road
London, Ontario
N5Z 1T6

To Whom it may Concern:

This letter is to confirm that Mr. Charles Pongrac has been a member of the Canadian Community of London and Vicinity for the year of 1985.

Since the summer of 1984, Mr. Pongrac has shown quite an interest in our community and his advice and suggestions have been valuable to us.

I am quite certain that our community has recruited an aggressive, energetic and pleasant individual and we are delighted to have him.

Sincerely,

George Vilos, M.D.
President

The Canadian Red Cross Society

LONDON AREA BRANCH

La Société canadienne de la Croix-Rouge

840 Commissioners Rd. E., Box 217, London, Ontario N6A 4V8 (519) 681-7330



20 March 1986

RE: Mr. Charles Pongrac

To Whom It May Concern:

I have found Mr. Charles Pongrac a very diligent individual in performing his volunteer duties at the Red Cross Blood Donor Clinics. His initiative in helping the Blood Donor Recruitment program in reaching and communicating to the various ethnic groups in London is appreciated.

I have personally admired Charles' dedication and moral support to the Walz family of Belmont, Ontario. Charles spent considerable time over a two year period in helping this family by raising funds in order that two members of their family in Colombia, South America could be reunited with their aunt here in Belmont.

Charles continues to operate his volunteer activities in a very diligent fashion.

Sincerely,

A handwritten signature in dark ink, appearing to read 'J. McDermott', written over a horizontal line.

James C. McDermott
Executive Director
London Branch

Donating blood becomes more enjoyable

by: Chris Laws

In order to meet the constant demand for blood, Charles Pongrac with the London Red Cross has started a programme where various ethnic groups will sponsor blood donor clinics.

These clinics will be different, in that the sponsors will be dressed in their ethnic attire and be serving desserts from their homeland, free of charge to all donors, instead of the usual coffee and a cookie.

Mr. Pongrac, who is representing the clubs participating said that Kavalkade benefits the clubs financially, and gives

them exposure. This is their way of offering a service to the community and paying them back.

This is the only place in Canada this is being done. It was tried once before in London and was not successful. If it works this time, the service will be promoted and expanded to Kitchener and Windsor.

The first clinic will be sponsored by the Ukrainian Club and will occur on August 18 and should be quite

enjoyable. Subsequent clinics will be sponsored by: the Latin American Club - August 20, the Slovenian Club - August 25, the Greek Club - September 10, the Portuguese Club - September 15 and the Italian Club - October 20.

Mr. Pongrac hopes to get other ethnic clubs involved and have mobile clinics held at their locations. If you wish more information or would like to get your club involved, you can contact Susan Eckhard at the London Red Cross at 681-7330.

REC

3:35

CITY CLERKS

133 East 17th St.,
Hamilton L9A 4M4,
Dec 24/90.

Mr. K.E. Avery,
City Clerk,
Hamilton.

Dear Mr. Avery:

Enclosed please find a resume in support of my application to become a citizen member of of the English Language Subcommittee.

Although my ancestral origin is Middle Eastern, my mother tongue is English. My interest in English derives from considerable experience as a student in working on student newspapers and, later, as an executive member of various organization in writing, editing and publishing reports, briefs, and press releases. I have also written two labour histories, one of them the original research on the significant steel strike of 1946.

I feel that the beauty of the English language is in danger of being destroyed by the crass influence of US culture coming over the border in the form of TV, magazines, radio, etc. The reduction of our Canadian spelling to a US style is a case in point.

I would look forward to serve on the English Language Subcommittee.

Yours sincerely,



Ken Stone.

resume

Ken Stone

133 East 17th St.,
Hamilton, Ontario,
Canada, L9A 4M4
416-383-7693

education

- 1990-91 - Bachelor of Education, Intermediate/Senior,
University of Toronto
teaching subjects: history and political science
1984-85 - Bachelor of Arts, Honours Political Science and Economics,
University of Toronto

additional qualifications

- 1990 - French 186, McMaster University
1975-90 - a number of labour studies courses certified by the
Canadian Labour Congress

languages

moderate command of spoken and written French, Italian,
Spanish, Russian, Latin,

teaching - related employment

- 1989-90 - **consultant**, Second National Conference on Racial Equality in
the Workplace, McMaster University, Hamilton
duties: organizing panels, lectures, seminars, workshops,
writing press releases, organizing mailings, conducting
meetings, lining up speakers, soliciting funding
1989-90 - **occasional teacher**, Hamilton Board of Education

other employment

- 1971-89 - **mail service courier**, Canada Post Corporation
1969-70 - **Vice-President**, Ontario Union of Students (presently called
the Ontario Federation of Students), full time, 220,000 members

resume

multicultural experience

Chairperson, Mediation Subcommittee, Mayor's Race Relations Committee
City of Hamilton

Director, Social Planning and Research Council of Hamilton-Wentworth,

Member of its Race Relations Research Committee

Chairperson, Human Rights Committee, Hamilton & District Labour Council
1987-90

Member, Human Rights and Racial Equality Association of Hamilton-
Wentworth

community positions

Representative, Co-op Education Advisory Council of Hamilton-
Wentworth, 1983-84

Chairperson, Transportation Subcommittee, Canadian Parents for French,
1987-88

Member, Central Area Plan Implementation Committee, City of Hamilton,
1988-89

Resource Person, Hamilton Mountain Seniors, 1987-88

activities & interests

sports: cycling, swimming, soccer

travel: Canada, USA, the Caribbean, Central America, Europe, Mideast, India

interests: theatre, gardening, debating, antique cars, reading

married to Kay Basnam

children: Danny, 15; Jessica, 12; Brendan, 7; Siobhan, 1

references

employment: Professor Harish C. Jain, Faculty of Business, McMaster
University, Hamilton, L8S 4M4, 416-525-9140

labour: June Veacock, Human Rights Director, Ontario Federation of
Labour, 15 Gervais Drive, Don Mills, Ontario, M3C 1Y8, 416-441-2731

human rights: Bromley Armstrong, Ontario Labour Relations Board, 400
University Avenue, 6th Floor, Toronto, M7A 1V4, 416-326-7510

teaching: E.R. Gillis, History Head, Sherwood Secondary School, 25 High
St., Hamilton, L8T 3Z4, 416-383-3377



ST. JOSEPH'S HOSPITAL

McMASTER UNIV

50 CHARLTON AVENUE EAST, HAMILTON, ONTARIO, CANADA L8N 4A6 PHONE (416)

3:40

PAUL H. TANSER, M.D., F.R.C.P.(C)
F.A.C.C., F.I.C.A., F.A.C.P.

DEPARTMENT OF MEDICINE
FONTBONNE HALL

RECEIVED

FAX: (416) 521-6068

JAN 2 1991

Dec. 21, 1990.

Mr. K.E. Avery,
City Clerk,
Hamilton L8N 3T4.

CITY CLERKS

Re: English language Subcommittee

Dear Sir:

I wish to offer my services to Hamilton by way of membership on the above committee. I have a great interest in languages having formal education in Latin, German, French, & English. I am fluently bilingual in English & French & previously lived in Quebec province for thirteen years.

The maintenance of excellence in communication in English is of great interest to me & I think I could serve Hamilton well. I enclose my curriculum vitae.

Yours truly,
Paul H. Tanser

CURRICULUM VITAE

PAUL TANSER, M.D., F.R.C.P.(C)
F.A.C.C., C.S.P.Q. (Cardiology), F.I.C.A., F.A.C.P.

- 1938 Born - Chatham, Ontario, Canada
- 1956 Graduated with Senior Matriculation, Ontario
- 1956-58 Premedical Education - University of Ottawa
- 1959 Ontario Medical Supply Prize for highest standing in subjects of the First Medical Year.
- Mosby Book Award for highest standing in the First Medical Year
- B'Nai Brith Award for highest standing in Anatomy
- 1960 Canadian Laboratory Supply Prize for highest standing in subjects of the Second Medical Year
- National Council of Jewish Women Prize for highest standing in Physiology and allied subjects
- Mosby Book Award for highest standing in the Second Medical Year
- 1961 Prize for highest standing in the subjects of the Third Medical Year
- Mosby Book Award for highest standing in the Third Medical Year
- 1962 Medical Doctorate, magna cum laude, University of Ottawa
- Graduating Class Valedictorian
- University Rector's Gold Medal for highest standing throughout the entire Medical Course
- Dean of Medicine's Prize for highest standing through the entire Medical Course
- Embassy of France Cultural Counsellor's Medal for highest standing in the Doctorate Degree examinations
- Peter Ballantyne Ewing Gold Medal for highest standing in Surgery

Professor of Obstetrics Prize for highest standing in Obstetrics

Seniorettes of the National Council of Jewish Women Prize for highest standing in Paediatrics

Frank W. Horner Gold Medal for highest standing in Paediatrics

- 1962-63 Junior Rotating Intern - Royal Victoria Hospital
- 1963-64 Junior Assistant Resident (Medicine) - Royal Victoria Hospital
- 1964-65 Senior Assistant Resident (Medicine) - Royal Victoria Hospital
- 1965-66 Cardio-respiratory Resident - Royal Victoria Hospital
- 1966 Assistant Resident in Pathology - Ottawa General Hospital
- 1967 Senior Research Fellow - Department of Pathology, Faculty of Medicine, University of Ottawa (Research on cardiac magnesium in A.S.H.D.)
- 1967-68 Chief Resident in Medicine - Royal Victoria Hospital
- 1968-69 Clinical Fellow in Cardiology - Royal Victoria Hospital
- 1969-70 Clinical and Research Fellow in Cardiology, Royal Victoria Hospital
M.D.A. of Canada Research Fellow
- 1970 Attending Physician, Royal Victoria Hospital, Division of Cardiology

Attending Physician and Consultant in Cardiology - Queen Elizabeth Hospital of Montreal

Lecturer, Department of Medicine and Clinical Medicine, McGill University

Member, Montreal Cardiac Society

Member, Canadian Cardiovascular Society
- 1972 Assistant Professor, Department of Medicine and Clinical Medicine, McGill University

Member, Canadian Medical Association

- 1973 Fellow, American College of Cardiology
- 1974 Associate Physician, Department of Medicine, Royal Victoria Hospital
- Department of Medicine, Representative, Royal Victoria Hospital, Postgraduate Board
- Lecturer, Vanier College
- 1975 Fellow of the American College of Physicians
- Fellow of the International College of Angiology
- Chairman, Annual Refresher Course for Family Physicians, Royal Victoria Hospital, Montreal
- Associate Professor of Medicine, McMaster University
- Head, Service of Cardiology, St. Joseph's Hospital, Hamilton
- Attending Physician, Department of Medicine, Hamilton Civic Hospital
- Affiliate Attending Physician, Department of Medicine, McMaster University Medical Centre, Hamilton
- Division of Cardiology representative to Association of Physicians of the Royal Victoria Hospital
- Department of Medicine representative to Postgraduate Board of Royal Victoria Hospital
- Member, American Heart Association
- 1976 Chairman, Cardiac Unit Committee, St. Joseph's Hospital
- Member, Acute Care Committee, St. Joseph's Hospital
- 1977 Chairman, Cardiopulmonary Resuscitation Committee, St. Joseph's Hospital
- Member, Department of Medicine Executive, St. Joseph's Hospital
- 1978 Assistant Physician-in-Chief, St. Joseph's Hospital

Co-Chairman, American College of Physicians Refresher Course for Internists, McMaster University

Member, International Society and Federation of Cardiology

Member, Interamerican Society of Cardiology

Member, Continuing Medical Education Executive, McMaster University

Member, Heads and Assistant Heads of Medicine Committee, McMaster University

1979 Member, Board of Directors, Ambulatory Services Inc.

1980 Chairman, Scientific Programme Committee, Regional A.C.P. - R.C.P. Meeting - 1980

1980 Chairman, Ambulatory Services Incorporated

Honorary President, Cardiology Technologists Association of Ontario

1981 Editorial Consultant to "Canadian Family Physician"

1982 Chief of Medicine, St. Joseph's Hospital, Hamilton

Organizer, Regional Cardiovascular Group Visiting Professor Series

1983 Chairman, 2nd Annual Cardiology Symposium for Family Physicians

Visiting Professor, Medical College of Ohio

Editorial Consultant to "the Merck Manual"

Chairman, Regional Cardiovascular Committee on Computerization of ECGs

Chairman, Ontario Heart Foundation, Programme on Clinical Days

1984 Chairman, 3rd Annual Cardiology Symposium for Family Physicians

Co-Chairman, International Symposium, "Cardiovascular Disease in Women", Phoenix, Arizona (McMaster CME)

Chairman, "Cardiology for Family Physicians",
Hilton Head Island, South Carolina
Cardiology Faculty Member, Annual Refresher Course
for Family Physicians and ECG Interpretation Course,
McMaster University and S.U.N.Y. at Buffalo, Fort
Lauderdale, Florida

Editorial Board Member, "The Canadian Journal of
Cardiology"

1985 Appointment to the Professional Educational
Committee, Ontario Heart Foundation

Editorial Advisor, "Trends in Cardiology"

Professor of Medicine, McMaster University

Co-Chairman, Ontario Heart and Stroke Foundation,
"Contemporary Management of Cardiovascular Disease"

Programme Chairman, 4th Annual McMaster Winter
Cardiology Ski Symposium

1986 Member, Canadian Hypertension Society

Member, Editorial Board, "The Merck Manual"

Co-Chairman, Ontario Heart and Stroke Foundation
"Contemporary Management of Cardiovascular Disease"

Programme Chairman, 5th Annual McMaster Winter
Cardiology Ski Symposium

Programme Chairman, 3rd Annual Spring Cardiology
Symposium

1987 Programme Chairman, American College of Physicians
in association with the Royal College of Physicians
and Surgeons of Canada, Ontario Scientific Meeting

Chairman, Professional Education Committee, Heart
and Stroke Foundation of Ontario

Member, Board of Editorial Consultants,
Cardiovascular Update

Elected Director, Board of Directors, Heart and
Stroke Foundation of Ontario

Member, Editorial Advisory Board, "MD TV Cardiology"
video series

Chairman, Ontario Heart and Stroke Foundation
"Contemporary Management of Cardiovascular Disease"

Programme Chairman, 6th Annual McMaster Winter
Cardiology Ski Symposium

Programme Chairman, 4th Annual Spring Cardiology
Symposium.

1988 Chairman, Ontario Heart and Stroke Foundation
"Contemporary Management of Cardiovascular Disease"

Programme Chairman, 7th Annual McMaster Winter
Cardiology Ski Symposium

Programme Chairman, 5th Annual Spring Cardiology
Symposium

Chairman, Ontario Heart and Stroke Foundation
"Cardiac Arrhythmias 1988"

1989 Programme Chairman,
Ontario Heart and Stroke Foundation, "Cardiovascular
Risk Factors in the 1990's"

Member, Research Board of Advisors
The American Biographical Institute Inc.

External Grant Reviewer
P.S.I. Foundation

Guest Editor
Special Issue: Perspectives in Cardiology:
Angina Pectoris, Volume 5, No. 7, October 1989

1990 District Surgeon
Militia District, C.M.A.

Programme Chairman, 9th Annual Winter Cardiology
Symposium

Member, Board of Editors, Cardiovascular Medicine

Programme Chairman, Heart and Stroke Foundation of
Ontario, Day in Cardiology, "Modern Management of
Myocardial Infarction"
Hamilton, Ontario

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2. Johnson AL, Tanser PH, Ulan RA, and Wood TE. Results of Cardiac Resuscitation in 552 patients. Am J Cardiol 20:831, 1967.
3. Klassen GA, Agarwal JB, Tanser PH, Woodhouse SP, and Marpole D. Total Left Coronary Artery Flow and Transit Times in the Diseased Heart. Circulation 40:(III)123, 1969.
4. Klassen GA, Tanser PH, Agarwal JB, Woodhouse SP, and Marpole D. Blood Flow and Tissue Space of the Left Coronary Artery in Man. Circulation Research 28:185, 1970.
5. Klassen GA, Tanser PH, Lemire J, Fraser G, Sniderman A, Hathirat S, and Marpole D. Adaptation of the Coronary Circulation to Coronary Artery Disease: Myocardial Blood Flow in Man. A. Maserie, Editor, Minerva Medica page 481, 1972.
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10. Tanser PH. Pulmonary Oedema. Can Family Medicine 26:1343, October 1980.

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CURRENT STATUS

Academic and Hospital Ranks

Professor of Medicine, McMaster University
 Chief of Medicine, St. Joseph's Hospital
 Affiliate Attending Physician,
 McMaster University Medical Centre
 Affiliate Attending Physician,
 Hamilton Civic Hospitals

Fellowships

Fellow, Royal College of Physicians of Canada
 Fellow, American College of Cardiology
 Fellow, International College of Angiology
 Fellow, American College of Physicians

Memberships

Member, Interamerican Society of Cardiology
 Member, Canadian Cardiovascular Society
 Member, Canadian Medical Association
 Member, Montreal Cardiac Society
 Member, American Heart Association
 Member, Hamilton Academy of Medicine
 Member, International Society and Federation
 of Cardiology
 Member, The Canadian Hypertension Society
 Member, The American Biographical Institute Inc

Certification

Certified Specialist in Cardiology of the College
 of Physicians and Surgeons of Quebec

Committee Memberships

Chairman, Cardiac Unit Committee, St. Joseph's
 Hospital
 Member, Acute Care Committee, St. Joseph's Hospital
 Chairman, Cardiopulmonary Resuscitation Committee,

St. Joseph's Hospital
 Chairman, Department of Medicine Executive, St. Joseph's Hospital
 Member, Continuing Medical Education Executive, McMaster University
 Member, Heads and Assistant Heads of Medicine Committee, McMaster University
 Member, Board of Directors, Ambulatory Services Inc.
 Member, Department of Medicine Planning & Development Committee, McMaster University
 Member, Education Committee, Cardiology Technologists Association of Ontario
 Member, Examining Board, Cardiology Technologists Association of Ontario
 Member, Medical Advisory Committee, St. Joseph's Hospital
 Member, Medical Advisory Committee Executive, St. Joseph's Hospital
 Member, Credentials Committee, St. Joseph's Hospital
 Member, Promotions and Tenure Committee, Department of Medicine, McMaster University
 Member, Professional Education Committee, Canadian Heart Fund, Ontario Division
 Chairman, Annual and 5-Year Review Committee, Chief & Assistant Chief of Staff, Chiefs of Departments, and Heads of Services, St. Joseph's Hospital
 Chairman, Regional Cardiovascular Committee on Computerization of ECGs
 Chairman, Ontario Heart Foundation, Programme on Clinical Days
 Immediate Past Chairman, Board of Directors, Ambulatory Services Inc.
 Editorial Board Member, The Canadian Journal of Cardiology
 Honorary Member, Islamic Medical Association of Canada

CONTINUING MEDICAL EDUCATION ACTIVITIES (commencing 1979)

1979 Lincoln County Medical Society, St. Catharines, Ontario
 ISCHEMIC HEART DISEASE UPDATE

 Cardiology Technologists Association of Ontario, Orillia, Ontario
 PHYSIOLOGICAL AND BIOCHEMICAL BASIS OF THE ECG
 ECG QUIZ

Canadian College of Family Physicians Annual Meeting,
Toronto, Ontario.

CORONARY DISEASE AND THE FAMILY PHYSICIANS
CASE STUDIES IN CARDIAC DISEASE

- 1980 Cardiology Technologists Association of Ontario,
Orillia, Ontario
MODERN CARDIOVASCULAR DIAGNOSIS
ECG QUIZ
McMaster University Medical Centre, Hamilton,
Ontario,
McMASTER SYMPOSIUM ON BETA BLOCKADE IN CORONARY
DISEASE AND HYPERTENSION
(Chairman)

- 1981 Essex County Medical Society, Windsor, Ontario.
CURRENT CONCEPTS OF BETA BLOCKADE IN THE TREATMENT
OF HYPERTENSION

Merck-Frosst Cardiovascular Faculty Members
Symposium, Palm Springs, California
CURRENT ROLE OF BETA BLOCKERS IN HYPERTENSION

Sault Ste. Marie Academy of Medicine.
BETA BLOCKERS AND MEDICAL TREATMENT OF ANGINA

Cardiology Technologists Association of Ontario,
Orillia, Ontario
PROGRESS IN UNDERSTANDING CORONARY DISEASE
ECG QUIZ

McMaster Symposium on Beta Blocker Therapy, Hamilton,
Ontario
CLINICAL PHARMACOLOGY OF BETA BLOCKERS
(Chairman)

Kitchener Internal Medicine Association
MODERN ANTIARRHYTHMIC THERAPY

Niagara Medical Society
CURRENT APPROACHES TO HYPERTENSION

Thunder Bay Academy of Medicine
MODERN CONCEPTS IN CORONARY DISEASE

State University of New York at Buffalo, Annual
Refresher Course for Internists
AFTERLOAD REDUCTION IN HEART FAILURE

Hamilton Academy of Medicine
DO BETA BLOCKERS HAVE A ROLE IN ACUTE MYOCARDIAL
INFARCTION?

International Symposium on Cardiac Arrhythmias, Fiji
 BETA BLOCKERS AS ANTIARRHYTHMIC THERAPY
 Canadian College of Family Physicians
 CLINICAL CASE STUDIES IN CARDIOLOGY
 (Chairman, half-day)

Cardiovascular Colloquia, Toronto, Ontario
 CURRENT MANAGEMENT OF HYPERTENSION
 Ontario Heart Foundation - Management of
 Cardiovascular Disease, Toronto, Ontario
 SUDDEN DEATH

1982. Lincoln County Medical Association,
 DIAGNOSIS, TREATMENT, AND PREVENTION OF MYOCARDIAL
 INFARCTION

Hamilton Academy of Medicine Clinical Day
 CARDIAC ARRHYTHMIAS IN EVERYDAY PRACTICE

McMaster Visiting Clinical Programme, Guelph, Ontario
 RECENT ADVANCES IN THE TREATMENT OF HEART FAILURE

McMaster CME Symposium, Talisman Inn, Georgian Bay
 CARDIOLOGY AND THE FAMILY PHYSICIAN
 (Chairman, Organizer, Participant)

Cardiovascular Colloquia, Toronto, Ontario
 REVERSAL OF VENTRICULAR HYPERTROPHY BY MEDICAL
 THERAPY

Brantford Medical Association
 MODERN MANAGEMENT OF CORONARY DISEASE

McMaster University/State University of New York at
 Buffalo, Winter Symposium, Sarasota, Florida.
 CLINICAL CASE STUDIES IN CARDIOLOGY
 CURRENT MANAGEMENT OF VALVULAR DISEASE

Lincoln County Medical Association
 CALCIUM BLOCKERS IN CURRENT PRACTICE
 Kitchener Internal Medicine Association
 NEW HORIZONS IN TREATING CORONARY DISEASE

McMaster Symposium on Cardiology
 HEART FAILURE, ITS PATHOPHYSIOLOGY AND THERAPY

Ontario Medical Association Annual Meeting
 WHAT'S NEW IN THE TREATMENT OF CORONARY DISEASE/
 Cardiology Technologists Association of Ontario,
 Toronto, Ontario
 NEW HORIZONS IN CARDIAC TECHNOLOGY

McMaster University/Northern Ontario Medical
Programme
Visiting Professor, Kenora, Ontario
Two Days Clinical Teaching

Brantford Medical Association
SECONDARY PREVENTION FOLLOWING MYOCARDIAL INFARCTION

The Royal College of Physicians and Surgeons, Annual
Meeting, Quebec City.
SECONDARY PREVENTION OF CORONARY ARTERY DISEASE

Canadian College of Family Physicians, Annual
Meeting.
CLINICAL CASE STUDIES IN CARDIOLOGY
CALCIUM BLOCKERS IN FAMILY PRACTICE

Sault Ste. Marie Academy of Medicine.
BETA BLOCKER THERAPY AFTER HEART ATTACKS

Lincoln County Medical Association
CLINICAL APPLICATIONS OF CA++ BLOCKERS

McMaster Symposium on Beta Blockers
PATHOPHYSIOLOGICAL BASIS FOR BETA BLOCKADE POST-
INFARCTION

Goderich Medical Society
HEART FAILURE THERAPY IN THE 80'S

Kitchener Internal Medicine Association
BETA BLOCKERS IN MODERN MEDICAL PRACTICE

Brantford Medical Association
ROLE OF BETA BLOCKERS IN MEDICAL PRACTICE

Ontario Heart Foundation - Management of
Cardiovascular Disease, Toronto, Ontario
THE PATIENT WITH VENTRICULAR EXTRASYSTOLES

1983 Merck-Frosst Cardiovascular Symposia, Palm Springs,
California
CALCIUM BLOCKERS IN CORONARY DISEASE

McMaster CME Symposium, Talisman Inn, Georgian Bay
CARDIOLOGY AND THE FAMILY PHYSICIAN
(Chairman, Organizer, Lecturer)

Halton County Medical Society
CA++ ANTAGONISTS IN ANGINA

McMaster University/State University of New York at
Buffalo, Winter Symposium, Boca Raton, Florida.
CURRENT MANAGEMENT OF ANGINA IN OFFICE PRACTICE
HOW TO TREAT HEART FAILURE

Welland Medical Association
CURRENT CARDIOVASCULAR DRUGS: THEIR USES AND THEIR
DANGERS

Lincoln County Medical Association
CALCIUM CHANNEL BLOCKERS IN DAILY PRACTICE

Emergency Associates, Toronto Western Hospital,
Annual Symposium for Emergency Physicians, Toronto,
Ontario
EMERGENCY MANAGEMENT OF HEART FAILURE
CLINICAL CASE STUDIES IN CARDIAC EMERGENCIES

Muskoka Medical Association Annual Meeting,
Bracebridge, Ontario
CALCIUM AND BETA BLOCKERS IN MODERN PRACTICE

Ontario Medical Association, Annual Meeting, Toronto,
Ontario
EMERGENCY MANAGEMENT OF THE ACUTE CORONARY SYNDROMES

McMaster Symposium
LIPIDS AND HEART DISEASE
(Chairman)

Moncton Medical Society, Moncton, New Brunswick
CURRENT USE OF CALCIUM BLOCKERS

New Glasgow Medical Association, New Glasgow, Nova
Scotia
CALCIUM BLOCKERS IN CARDIAC PRACTICE

Owen Sound Medical Association
CURRENT APPROACHES TO CORONARY DISEASE

Barrie Medical Society
CLINICAL PHARMACOLOGY OF CALCIUM BLOCKERS

Canadian College of Family Physicians, Annual
Meeting, Toronto, Ontario
RATIONAL INVESTIGATION OF TYPICAL AND ATYPICAL CHEST
PAIN

Metropolitan General Hospital, Annual Clinic Day,
Windsor, Ontario
NITRATES, BETA BLOCKERS AND CALCIUM BLOCKERS IN
ANGINA PECTORIS

Sarnia Academy of Medicine
CURRENT CONCEPTS IN HEART FAILURE

Ontario Heart Foundation - Management of
Cardiovascular Disease, Toronto, Ontario
REHABILITATION OF THE PATIENT WITH MYOCARDIAL
INFARCTION

1984

Oakville/Halton Medical Society
MODERN THERAPY OF ISCHAEMIC HEART DISEASE

McMaster CME Symposium, Hidden Valley Inn, Muskoka
CARDIOLOGY AND THE FAMILY PHYSICIAN
(Chairman, Organizer, Lecturer)

McMaster Symposium on Cardiovascular Disease in
Women. Scottsdale, Arizona
CLINICAL EPIDEMIOLOGY OF CARDIOVASCULAR DISEASE IN
WOMEN
(Co-Chairman)

Lincoln County Medical Association
RECENT ADVANCES IN THERAPY FOR HEART FAILURE

McMaster University/State University of New York at
Buffalo, Winter Symposium, Fort Lauderdale, Florida
ANTI-ANGINAL THERAPY
HOW TO DEAL WITH ARRHYTHMIAS

Prince Edward Island Medical Society, Charlottetown,
P.E.I.
LATEST ADVANCES IN HEART FAILURE THERAPY

Kitchener Internal Medical Association
PATHOPHYSIOLOGICAL APPROACH TO TREATING HEART FAILURE
Barrie Medical Society
DIAGNOSIS AND THERAPY IN ISCHAEMIC HEART DISEASE

McMaster University/State University of New York at
Buffalo, Spring Symposium, Hilton Head Island, South
Carolina
(Chairman, Organizer, Lecturer)

Sudbury Medical Society
HYPERLIPIDEMIA AND CORONARY DISEASE

Fredericton Medical Association
AN UPDATE ON CORONARY DISEASE

Chatham-Kent Medical Association, Chatham, Ontario
CURRENT CONCEPTS IN HEART FAILURE

Sault Ste. Marie Academy of Medicine
CORONARY RISK FACTORS IN WOMEN

Hamilton Academy of Medicine, Clinical Day.
EMERGENCY MANAGEMENT OF ACUTE CORONARY SYNDROME

Cardiology Technologists Association of Ontario
CARDIOVASCULAR DISEASE IN WOMEN
ECG QUIZ

Brampton Medical Association
CALCIUM BLOCKERS IN MODERN PRACTICE

Emergency Associates, Toronto Western Hospital,
Annual Symposium for Emergency Physicians, Toronto,
Ontario
EMERGENCY MANAGEMENT OF ACUTE CORONARY SYNDROMES

Woodstock Medical Society
TREATMENT OF HEART FAILURE: A MODERN APPROACH

St. Thomas Medical Society.
A PATHOPHYSIOLOGICAL APPROACH TO THERAPY IN HEART
FAILURE

State University of New York at Buffalo Fifth Annual
Symposium
CURRENT ANTIARRHYTHMIC THERAPY

University of Toronto - Topics in Family Medicine
CORONARY RISK FACTORS IN CANADIAN WOMEN

University of Western Ontario, Department of Family
Medicine
A LOGICAL APPROACH TO HYPERTENSION FOR THE FAMILY
PHYSICIAN

Bicentennial Cardiorespiratory Weekend, Niagara-on-
the-Lake, Ontario
REASSESSMENT OF THE STEP-CARE APPROACH IN
HYPERTENSION

The Ontario College of Family Physicians, Toronto,
Ontario, North York Branson Hospital
EMERGENCY MANAGEMENT OF ACUTE MYOCARDIAL INFARCTION

Ontario Heart and Stroke Foundation, Toronto, Ontario
Contemporary Management of Cardiovascular Disease
ANTICOAGULANTS IN CORONARY ARTERY DISEASE

1984 Oakville-Trafalgar Hospital, Oakville, Ontario
Symposium: Rational Use of Beta Blockers in 1984
CARDIOVASCULAR DISEASE PREVENTION IN CANADIAN WOMEN
TORONTO SOCIETY OF OBSTETRICS AND GYNAECOLOGY

Kelowna, B.C.
TELECONFERENCE ON CARDIOVASCULAR RISK FACTORS IN
WOMEN
Lincoln County Academy of Medicine
THE MANAGEMENT OF ACUTE CORONARY ARTERY SYNDROMES
(Chairman, Lecturer)

New Liskeard Medical Society, New Liskeard, Ontario
Clinical Day - Ontario Heart and Stroke Foundation
CURRENT THERAPY IN CORONARY DISEASE - THE MANAGEMENT
OF HEART FAILURE

Annual Scientific Convention, The Islamic Medical
Association of Canada, Toronto Academy of Medicine,
Toronto, Ontario
MODERN MANAGEMENT OF ANGINA PECTORIS

1985 Annual McMaster Symposium, Cardiology for the
Clinician, Hidden Valley, Huntsville, Ontario
HEART FAILURE MANAGEMENT BY THE FAMILY PHYSICIAN
HOW TO CHOOSE LOGICAL THERAPY FOR ANGINA IN PATIENTS
WITH OTHER DISORDERS
CALCIUM BLOCKERS AND BETA BLOCKERS: ARE THERE
DIFFERENCES AND WHAT DO THEY MEAN?
(Chairman, Organizer, Lecturer)

The Hamilton Academy of Medicine, Annual Clinical
Day, Hamilton, Ontario
TREATMENT OF CONGESTIVE HEART FAILURE

Annual McMaster Symposium, Cardiology for the
Clinician Tarpon Springs, Florida
CALCIUM BLOCKERS IN EVERY DAY PRACTICE
THE PATIENT WITH ANGINA: A LOGICAL APPROACH IN OFFICE
PRACTICE
CHOOSING ANTIARRHYTHMIC THERAPY FOR OUTPATIENTS
(Chairman, Organizer, Lecturer)

McMaster Symposium, Hamilton, Ontario
PERSPECTIVES IN CLINICAL CARDIOLOGY
(Chairman)
Continuing Education Programme, Mississauga Hospital,
Mississauga, Ontario
RATIONAL USE OF BETA BLOCKERS

Clinical Day in Emergency Care. Emergency Associates
of K-W, Kitchener, Ontario
MYOCARDIAL INFARCT: LIMITING THE SIZE
COMPLEX ARRHYTHMIA PROBLEMS

Ontario Heart and Stroke Foundation Clinical Day,
Kirkland Lake, Ontario
THE UNSTABLE CORONARY SYNDROMES: UNSTABLE ANGINA AND
MYOCARDIAL INFARCTION
BETA BLOCKERS: A TRIP THROUGH THE JUNGLE
CALCIUM BLOCKERS: THE NEW JUNGLE

Ontario Heart and Stroke Foundation Clinical Day,
Timmins, Ontario
UNSTABLE ANGINA
MANAGEMENT OF ACUTE M.I.
THE PATHOPHYSIOLOGIC BASIS OF THERAPY FOR CHF

1986 Annual McMaster Symposium, Cardiology and the Family
Physician, Hidden Valley, Huntsville, Ontario
THE PATIENT WITH ANGINA PECTORIS - HOW DOES THE
FAMILY PHYSICIAN DIAGNOSE & TREAT IT?
HYPERTENSION: A LOGICAL APPROACH IN OFFICE PRACTICE
CALCIUM ENTRY BLOCKERS: SORTING OUT WHEN TO USE WHAT
(Chairman, Organizer, Lecturer)

Annual McMaster Spring Symposium in Cardiology,
Southampton, Bermuda
HEART FAILURE - WHY AND HOW TREATMENT HAS CHANGED
CALCIUM ENTRY BLOCKERS: WHICH ONE TO USE WHEN
ANGINA PECTORIS: OUTPATIENT MANAGEMENT IN FAMILY
PRACTICE
(Chairman, Organizer, Lecturer)

13th Annual Day in Medicine, Hamilton Convention
Centre, Hamilton, Ontario
THERAPEUTICS - BETA BLOCKERS
(Lecturer)

1987 Annual McMaster Symposium, Hidden Valley, Huntsville,
Ontario. Cardiology and the Family Physician
CALCIUM ENTRY BLOCKERS: THE EXPANDING HORIZONS!
HEART FAILURE: HOW TO DECIDE ON RATIONAL THERAPY
EVALUATION AND TREATMENT OF HYPERTENSION: STEP-CARE
IS DEAD!
(Chairman, Organizer, Lecturer)

Brant County Pharmacists' Association, Brantford,
Ontario
THE ROLE OF THE PHARMACIST IN THE TREATMENT OF
HYPERTENSION

Annual McMaster Spring Symposium in Cardiology,
Bermuda
NEW HORIZONS IN THE USE OF CALCIUM ENTRY BLOCKERS IN
EVERYDAY PRACTICE
HEART FAILURE - WHY DIGITALIS AND DIURETIC MAY NOT
BE BEST
HYPERTENSION - WHY STEP-CARE IS DEAD AND MONOTHERAPY
IS ALIVE
(Chairman, Organizer, Lecturer)

St. Boniface C.M.E. Rounds, Winnipeg, Manitoba
CARE OF THE POST-M.I. PATIENT
(Lecturer)

Essex County Medical Society Annual Clinic Day,
Windsor, Ontario
ANGINA: MODERN THERAPY
THE DISCONTINUATION OF ANTICOAGULANTS
(Lecturer)

Heart and Stroke Foundation of Ontario, Hamilton,
Ontario
INNOVATIONS IN HYPERLIPIDAEMIA
(Chairman)

Heart and Stroke Foundation of Ontario, Thunder Bay,
Ontario
NEW TRENDS IN THE TREATMENT OF HYPERTENSION
(Lecturer)

Heart and Stroke Foundation of Ontario, Clinical Day
Carleton Place, Ontario
MANAGEMENT OF ACUTE M.I.
DIAGNOSIS AND TREATMENT OF T.I.A. IN OFFICE PRACTICE
tPA, STREPTOKINASE, ANGIOPLASTY: CRITERIA AND
GUIDELINES FOR USE

1988 7th Annual Cardiology/Ski Symposium, Huntsville,
Ontario, Cardiology and the Family Physician
PRIMARY (ESSENTIAL) HYPERTENSION: NEW INSIGHT INTO
ITS CAUSES AND TREATMENT
THE PATIENT WITH HEART FAILURE: HOW TO INVESTIGATE
AND TREAT IT IN OFFICE PRACTICE
B-BLOCKERS AND CALCIUM BLOCKERS - GUIDELINES FOR
THEIR USE ALONE AND IN COMBINATION
(Chairman, Organizer, Lecturer)

Annual McMaster Spring Cardiology Symposium, Bermuda
PRIMARY HYPERTENSION: NEW INSIGHTS INTO ITS CAUSES
AND TREATMENT

ANTICOAGULATION: CURRENT INDICATIONS AND GUIDELINES
THE PATIENT WITH HEART FAILURE: HOW TO INVESTIGATE
AND TREAT

β -BLOCKERS AND Ca^{++} BLOCKERS: GUIDELINES FOR THEIR
USE ALONE AND IN COMBINATION

(Chairman, Organizer, Lecturer)

Annual Lecture in Medicine, Queen Elizabeth Hospital,
Montreal, P.Q.

MANAGEMENT OF MYOCARDIAL INFARCTION

CME Programme, Timmins, Ontario

CARE OF THE PATIENT WITH MYOCARDIAL INFARCTION

Cardiology Update '88, University of Saskatchewan,
Regina, Sask.

ACUTE CORONARY SYNDROME: PRESENTATION &
PATHOPHYSIOLOGY

MANAGEMENT OF CORONARY ARTERY DISEASE: MEDICAL &
SURGICAL APPROACHES

SILENT MYOCARDIAL ISCHAEMIA

CONGESTIVE HEART FAILURE: OFFICE MANAGEMENT

CARDIAC MURMURS IN ADULTS: INNOCENT & SERIOUS

ANTIPLATELET & ANTICOAGULANT THERAPY

Cardiac Arrhythmias Symposium, Heart and Stroke
Foundation of Ontario, Toronto, Ontario

VALUE OF TREATING LATE VENTRICULAR ARRHYTHMIAS AFTER
MYOCARDIAL INFARCTION

1989 Ontario Heart and Stroke Foundation, Hamilton Academy
of Medicine Symposium, Sheraton Centre, Hamilton,
Ontario

THE IMPORTANCE OF MAJOR CARDIOVASCULAR RISK FACTORS
IN THE PATHOGENESIS OF CORONARY ARTERY DISEASE

1990 9th Annual Winter Cardiology Symposium
Huntsville, Ontario

CURRENT MANAGEMENT OF HYPERTENSION, AMBULATORY
TREATMENT OF HEART FAILURE, AND ECG INTERPRETATION
FOR FAMILY PHYSICIANS

Sheraton Centre, Hamilton, Ontario
 THE TOTAL ISCHEMIC BURDEN: ANGINA AND SILENT ISCHEMIA
 (Chairman)
 Burlington Chapter, Heart & Stroke Foundation of
 Ontario
 TOBACCO ADDICTION & HEART DISEASE

Visiting Professor, University of Manitoba

Visiting Professor, University of Saskatchewan

Toronto, Ontario
 EVOLVING ISSUES IN LIPID DISORDERS
 (Chairman)

Pinestone Inn, Haliburton, Ontario
 WEEK-END MEDICAL SEMINAR
 (Chairman)

Sheraton Centre, Hamilton, Ontario
 A SYMPOSIUM ON MODERN ANTICOAGULANT THERAPY
 The McMaster Regional Cardiovascular Group and
 The Heart and Stroke Foundation of Ontario
 (Chairman)

ROUNDS AND LECTURES McMASTER (commencing 1979)

- 1979 Family Practice Rounds, St. Joseph's Hospital.
 OUTPATIENT MANAGEMENT OF ARRHYTHMIAS
- ACLS Course, McMaster University (Spring).
 Lecturer and Demonstrator
- McMaster Fellowship Study Series
 CARDIOMYOPATHIES
- ACLS Course, McMaster University (Autumn).
 Lecturer and Demonstrator
 Anaesthesia Grand Rounds, St. Joseph's Hospital
 INFECTIVE ENDOCARDITIS
- 1980 Family Practice Rounds, St. Joseph's Hospital
 MITRAL VALVE PROLAPSE
- ACLS Course, McMaster University (Spring).
 Lecturer and Demonstrator
- McMaster Fellowship Study Series
 VALVULAR HEART DISEASE
 CARDIOMYOPATHIES

- 1981 Obstetrics and Gynaecology Regional Group
HEART DISEASE IN THE PREGNANT WOMAN
- 1982 Residency Core Programme
PHYSIOLOGY OF MYOCARDIAL CONTRACTION
- McMaster Fellowship Study Series
VALVULAR HEART DISEASE
CARDIOMYOPATHIES
- 1983 McMaster Fellowship Review Series
CARDIOMYOPATHIES
- 1984 McMaster Medical Grand Rounds
MITRAL VALVE PROLAPSE IN OBSTETRICS/GYNAECOLOGY

TELEVISION AND RADIO APPEARANCES (commencing 1979)

- 1979 CHCH TV: OHF Sponsored.
THE FOUR PHASES OF HEART ATTACK
- 1980 CHCH TV: Regional Cardiovascular Group
HEART DISEASE IN THE COMMUNITY
- 1981 CHML Open Line Show
YOUR HEART AND YOUR HEALTH
- 1982 CHCH TV: Regional Cardiovascular Group
CORONARY CARE UNITS SAVE LINES
- 1983 CHCH TV: Regional Cardiovascular Group
HOW WE DEAL WITH ARRHYTHMIAS AFTER A HEART ATTACK
- 1984 National Teleconference
ROLE OF BETA BLOCKERS IN HYPERTENSION
- 1985 Telemedicine for Ontario
MITRAL VALVE PROLAPSE
- Telemedicine for Ontario
HOW I TREAT CONGESTIVE HEART FAILURE
- 1986 Telemedicine for Ontario
MANAGEMENT OF ISCHEMIC HEART DISEASE
HEART FAILURE AND ARRHYTHMIAS
- 1988 Telemedicine Journal Club
THROMBOLYTIC THERAPY IN MYOCARDIAL INFARCTION

1989 Medifacts Limited
CLINICAL MANAGEMENT REVIEW: RISK REDUCTION
STRATEGIES IN HYPERTENSION

Medifacts Limited
TOBACCO ADDICTION: CARDIOVASCULAR RISK FACTORS

MEDIFACTS TAPE EDUCATION SERIES (commencing 1979)

1979 Beta Blockers in Coronary Disease
1980 Beta Blocker Therapy in Clinical Practice
1981 Risk Factors for Coronary Disease
1982 Calcium Blockers: Drugs of the 80's
1983 Current Therapy of Heart Failure
1984 Rehabilitation Following Myocardial Infarction
1985 Anticoagulants in Coronary Artery Disease
Antiarrhythmic Drugs
1989 Tobacco Addiction - Cardiovascular Risk factor
Clinical Management Review - Risk Reduction
Strategies in Hypertension

LECTURES TO LAY GROUPS BY INVITATION (commencing 1979)

1980 Canadian Red Cross Society, Hamilton, Ontario
SYMPTOMS, CAUSES AND TREATMENT OF HEART DISEASE
1982 Rotary Club of Hamilton-Wentworth
YOUR HEART AND YOUR HEALTH
1983 Hamilton Y.M.C.A.
HOW TO RECOGNIZE HEART DISEASE AND HOW TO PREVENT IT

VISITING PROFESSORSHIPS (commencing 1979)

1979 Texas State University, Amarillo, Texas (one week)
1980 Fuchien Province Medical School, China and Crown
Colony of Hong Kong, Guanchow, Huangchow, Beijing,
Shanghai and Kweiling China Queen Mary Hospital,
University of Hong Kong (one month)

- 1982 American College of Physicians, Philadelphia, Pennsylvania (three days)
CORONARY DISEASE: NEW ANGLES ON AN OLD TOPIC
CLINICAL APPROACHES TO ARRHYTHMIAS
HOW TO DEAL WITH HEART FAILURE
- 1983 University of Ohio Medical School, Toledo, Ohio (three days)

American College of Physicians, San Francisco, California (three days)
CARDIAC DRUGS AND THEIR INTERACTIONS
A LOGICAL APPROACH TO CARDIAC ARRHYTHMIAS
- 1983 Wayne State University, Oakwood Division, Dearborn, Michigan (two days)
- 1985 Memorial University of Newfoundland, St. John's, Newfoundland (two days)
THE TREATMENT OF THE FAILING HEART
- 1986 Visiting Professor in Cardiology, University of Western Ontario, London, Ontario (two days)
CHANGING TRENDS IN HEART FAILURE THERAPY
WHAT IS RATIONAL IN ACUTE ISCHEMIC SYNDROMES?
MAKING SENSE OUT OF THE NONSENSE OF MITRAL VALVE PROLAPSE

SCIENTIFIC AND MEDICAL LECTURES (BY INVITATION) (commencing 1979)

- 1979 Joseph Brant Memorial Hospital, Burlington, Ontario
CURRENT DIAGNOSIS AND TREATMENT OF CORONARY DISEASE

Toronto General Hospital, Grand Rounds
UNSTABLE ANGINA

St. Joseph's Hospital, Guelph, Ontario, Grand Rounds
STRESS TESTING AND AMBULATORY ECG MONITORING
- 1980 Haldimand Memorial Hospital, Dunnville, Ontario
ACUTE MYOCARDIAL INFARCTION: DIAGNOSIS AND TREATMENT
- 1981 The Doctors Hospital, Toronto, Ontario, Grand Rounds
MEDICAL THERAPY OF CORONARY DISEASE

Peterborough Civic Hospital, Grand Rounds
CURRENT CONCEPTS IN CORONARY DISEASE

Toronto General Hospital, Cardiology Rounds
THE ACUTE ISCHAEMIC SYNDROMES

- 1982 G.D. Searle Pharmacology Group, Toronto, Ontario
CLINICAL APPLICATION OF CALCIUM BLOCKERS
- Joseph Brant Memorial Hospital, Burlington, Ontario
NEW DRUGS FOR THE 80's: CALCIUM BLOCKERS
- 1983 Milton Hospital, Grand Rounds
CURRENT MANAGEMENT OF MYOCARDIAL INFARCTION
- Greater Niagara General Hospital, Niagara Falls,
Ontario, Grand Rounds
HEART FAILURE - PATHOPHYSIOLOGY AND THERAPY
- Niagara Falls Memorial Medical Centre, Niagara Falls,
New York
UPDATE ON HYPERTENSION
- 1984 St. Joseph's Hospital, Guelph, Ontario, Grand Rounds
HEART FAILURE THERAPY
Scarborough General Hospital
CALCIUM BLOCKERS IN CORONARY DISEASE
- American College of Physicians, M.K.S.A.P. Review
Course, Toronto, Ontario
- Annual Clinical Day, North York Branson Hospital,
Toronto, Ontario
MYOCARDIAL INFARCTION - THE MANAGEMENT IN THE FIRST
HOURS
- 1985 Peel Memorial Hospital, Brampton, Ontario
CURRENT USE OF BETA ADRENOCEPTOR BLOCKERS IN
CARDIOLOGY PRACTICE
- Annual Scientific Meeting, Ontario Thoracic Society,
Toronto, Ontario
PRIMARY PULMONARY HYPERTENSION
- 66th Annual Session American College of Physicians,
Washington, D.C.
HEART FAILURE: A LOGICAL APPROACH
MYOCARDIAL INFARCTION AND UNSTABLE ANGINA MANAGEMENT
NEW CARDIAC DRUGS IN INTERNAL MEDICINE
- Niagara Chapter, Ontario Branch, Canadian Society of
Hospital Pharmacists, Meeting - April, 1985
NEWER APPROACHES TO UNSTABLE CORONARY SYNDROMES

Scientific Evening, Brantford Academy of Medicine,
Brantford, Ontario

THE RATIONAL USE OF BETA BLOCKERS

Division of Cardiology, Mount Sinai Hospital,
University of Toronto

HEART FAILURE THERAPY: THE NEW INOTROPIC AGENTS

The Education Committee of Oakville-Trafalgar
Memorial Hospital, Oakville, Ontario

CALCIUM CHANNEL BLOCKAGE IN THE TREATMENT OF CHRONIC
STABLE ANGINA

North Western General Hospital, Toronto, Ontario
(Merck Frosst Canada Inc)

MILD TO MODERATE HYPERTENSION - THE DECISION TO TREAT

Ontario Assembly of Emergency Care, Toronto, Ontario
FUTURE TRENDS IN THE MANAGEMENT OF ISCHEMIC HEART
DISEASE

Academy of Medicine, Education Division of St. John
Medical Society and the Department of Medicine, St.
John Regional Hospital, St. John, New Brunswick

A PATHOPHYSIOLOGICAL APPROACH TO HEART FAILURE
THERAPY

Annual Scientific Meeting, Ontario Chapter College
of Family Physicians of Canada, Toronto, Ontario

MITRAL VALVE PROLAPSE: EPIDEMIC OR ENIGMA

1986

University of Western Ontario, London, Ontario
CHANGING TRENDS IN HEART FAILURE THERAPY

WHAT IS RATIONAL IN ACUTE ISCHEMIC SYNDROMES?

MAKING SENSE OUT OF THE NONSENSE OF MITRAL VALVE
PROLAPSE

Glaxo Canada Limited, Brantford, Ontario
ADVANCES IN THE TREATMENT OF HYPERTENSION

The Hamilton Academy of Medicine Sixth Annual Post-
graduate Course in Emergency Medicine, Hamilton,
Ontario

WHEEZING

McMaster University Centre for Continuing Education
Human Biological Insights in Health and Disease,
Hamilton, Ontario

LIFE OR DEATH STYLE: THE CARE OF YOUR HEART

Ismaili Medical Society sponsored by Glaxo Canada
Limited, Toronto, Ontario
CURRENT TRENDS IN HYPERTENSION

The College of Family Physicians and Manitoba
Chapter, Winnipeg, Manitoba, in co-operation with
Pfizer
SHORTNESS OF BREATH

Grove's Memorial Hospital, Elora, Ontario sponsored
by Squibb Canada Inc
CHANGING TRENDS IN CONGESTIVE HEART FAILURE THERAPY

Hidden Valley Weekend Medical Seminar (Nordic
Laboratories), Hidden Valley, Huntsville
NON-CARDIAC USES OF CALCIUM ION BLOCKERS - THE
PRESENT AND THE FUTURE

Hidden Lake Weekend Medical Seminar (Nordic
Laboratories), Hidden Valley, Huntsville
WHICH CALCIUM BLOCKER TO USE

Nordic Laboratories Inc., Weekend Medical Seminar,
Niagara-on-the-Lake, Ontario
MANAGEMENT OF THE UNSTABLE ANGINA PATIENT
Nordic Laboratories Mise a Jour en Cardiologie
Symposium, Laval, Quebec
FUTURE USES OF CALCIUM CHANNEL BLOCKERS

Nordic Laboratories Mise a Jour en Cardiologie
Symposium, L'Universite de Montreal, Montreal, Quebec
NEW AND EXPERIMENTAL USES OF CALCIUM ENTRY BLOCKERS
IN CLINICAL PRACTICE

Lincoln County Academy of Medicine, Niagara-on-the-
Lake, Ontario
CARDIOLOGY UPDATE 1986

Ontario Heart and Stroke Foundation, Toronto, Ontario
CONTEMPORARY MANAGEMENT OF CARDIOVASCULAR DISEASE -
1986

1987 ICI Pharma, Trenton, Ontario
RECENT ADVANTAGES IN MANAGEMENT OF CORONARY ARTERY
DISEASE

ICI Pharma, Oshawa Ontario
RECENT ADVANCES IN THE MANAGEMENT OF CORONARY ARTERY
DISEASES

Ontario Heart and Stroke Foundation,
Brampton, Ontario
Clinic Day - Cardiology
CURRENT MANAGEMENT OF SYMPTOMATIC CORONARY ARTERY
DISEASE

Hamilton Academy of Medicine Annual Clinic Day
MITRAL VALVE PROLAPSE - THE DILEMMA

Squibb Canada Inc., Cambridge, Ontario
RECENT ADVANCES IN CONGESTIVE HEART FAILURE

Nordic Laboratories Inc., Toronto, Ontario
THE MANAGEMENT OF ANGINA AND COEXISTING HYPERTENSION

Nordic Laboratories Inc., Niagara-on-the-Lake,
Ontario Weekend Medical Seminar
HYPERTENSION AND FUTURE USES OF CALCIUM CHANNEL
BLOCKERS

Proc. Use of Alpha-1 Blockage in Management of
Hypertension, Innisbrook, Tampa, Florida, U.S.A.
EVOLUTION OF ESSENTIAL HYPERTENSION AND THE ROLE OF
PERIPHERAL RESISTANCE
Hamilton Academy of Medicine
NEW INSIGHT INTO THE CAUSES AND TREATMENT OF
HYPERTENSION

Rhone-Poulenc Pharma, Brantford Medical Society
NEW UNDERSTAND OF THE BASIS AND TREATMENT OF
HYPERTENSION

ICI Pharma, The Toronto East General Hospital
THE CHANGING PROFILE OF TREATMENT OF CORONARY ARTERY
DISEASE

Nordic Laboratories, Weekend Medical Seminar,
Haliburton, Ontario
NEW HORIZONS IN CA++ ENTRY BLOCKER THERAPY
Nordic Laboratories, Weekend Medical Seminar,
Huntsville, Ontario
CALCIUM ENTRY BLOCKERS - THEIR ROLE IN THE FUTURE

Nordic Laboratories, Evening Seminar Cruise, Macassa
Bay, Hamilton, Ontario
ANGINA WITH CO-EXISTING HYPERTENSION

1988 Nordic Laboratories, Mont Ste-Marie, Quebec
MODERN MANAGEMENT OF CARDIOVASCULAR DISEASE

Defence Medical Association, Royal Canadian Military
Institute, Toronto, Ontario
THE IMPORTANCE OF HYPERTENSION IN THE CANADIAN FORCES

Merck Sharp & Dohme Canada, Toronto, Ontario
RECENT ADVANCES IN THE MANAGEMENT OF LIPID DISORDERS

Heart and Stroke Foundation of Ontario, Toronto,
Ontario, Annual Conference
PROFESSIONAL EDUCATION - THE MISSING LINK

Hamilton, Ontario
HYPERTENSION: ITS PATHOPHYSIOLOGY AND RATIONAL
TREATMENT

Sheraton Hotel, Hamilton
Hamilton Workshop
SILENT MYOCARDIAL ISCHAEMIA
York County Hospital Emergency Rounds
OVERVIEW OF CURRENT MANAGEMENT OF CORONARY ARTERY
DISEASE

Lincoln and Welland Medical Association,
Niagara-on-the-Lake, Ontario
MANAGEMENT OF EARLY PHASES OF HEART FAILURE
Calgary, Alberta
ARRHYTHMIA MANAGEMENT IN ACUTE MYOCARDIAL INFARCTION

Edmonton, Alberta
ARRHYTHMIA MANAGEMENT IN ACUTE MYOCARDIAL INFARCTION

Heart and Stroke Foundation of Ontario
Toronto, Ontario, Contemporary Management of
Cardiovascular Disease
MITRAL VALVE PROLAPSE

1989 American College of Physicians / Royal College of
Physicians of Canada, Ontario Scientific Meeting
Toronto, Ontario
WHEN TO REFER A PATIENT WITH ARRHYTHMIAS

Burlington Probus Club
Burlington, Ontario
ADVANCES IN UNDERSTANDING HEART DISEASE: WHAT DOES
IT MEAN TO YOU?

Heart & Stroke Foundation of Ontario, Clinical Day
Kemptville, Ontario
RISK MANAGEMENT IN CORONARY ARTERY DISEASE
THE ACUTE CORONARY SYNDROMES

I.C.I. Pharma, Burlington Holiday Inn
Burlington, Ontario
UPDATE ON ACE INHIBITOR TREATMENT

Officers and Senior NCO's, RHLI
Hamilton, Ontario
MANAGEMENT AND EVACUATION OF CASUALTIES IN THE
FALKLANDS CAMPAIGN

Hamilton Convention Centre
Hamilton, Ontario
DAY IN CARDIOLOGY - CARDIAC ARRHYTHMIA: WHEN TO
WORRY AND NEED TO REFER?

Credit Valley Hospital, Mississauga, Ontario
MANAGEMENT OF CARDIAC ARRHYTHMIAS EARLY AND LATE
AFTER MYOCARDIAL INFARCTION

Heart and Stroke Foundation of Ontario
Burlington Chapter, Annual Meeting
Burlington, Ontario
CANADA'S NUMBER ONE KILLER:
HOW RESEARCH AND EDUCATION HAVE HAD AN IMPACT UPON
CORONARY HEART DISEASE

Sheraton Hamilton
Hamilton, Ontario
Canadian Association of Cardio-Pulmonary
Technologists - 4th Annual AGM and Seminar
RECENT ADVANCES IN MAN IN ACUTE CORONARY ISCHEMIC
SYNDROME

Lincoln County Medical Association
St. Catharines, Ontario
SILENT MYOCARDIAL ISCHAEMIA

Merck Interactive Programme
BEYOND LOWERING BLOOD PRESSURE IN HYPERTENSION
MANAGEMENT

Lincoln County Medical Association
St. Catharines, Ontario
CASE STUDIES OF THE CORONARY SYNDROMES

North York Branson Hospital, Dept. of Med. Meeting
Toronto, Ontario
MANAGEMENT OF ATRIAL FIBRILLATION

Guelph General/St. Joseph's Hospital
First Annual Clinical Day
Guelph, Ontario
DILEMMAS IN EVERYDAY PRACTICE

- 1990 Credit Valley Hospital,
Toronto, Ontario
Clinical Symposium
EMERGENCY MANAGEMENT OF CONGESTIVE HEART FAILURE:
EMERGENCIES IN A COMMUNITY HOSPITAL
- WORKSHOP IN CARDIAC ARRHYTHMIAS: EMERGENCIES IN A
COMMUNITY HOSPITAL
- ADVANCED ARRHYTHMIA WORKSHOP: EMERGENCIES IN A
COMMUNITY HOSPITAL

POSTER PRESENTATIONS

- 1987 PREVALENCE OF LATE VENTRICULAR ARRHYTHMIA
POSTMYOCARDIAL INFARCTION IN A DEFINED COMMUNITY
Cairns J, Connolly S, Gent M, Roberts R, Fallen
E, Holder D, Sealey B, Tanser PH, et al
A.H.A. Annual Meeting, November 1987
- 1990 REDUCTION OF FUNCTIONAL MORBIDITY IN ATYPICAL CHEST
PAIN - COMBINED MEDICAL / COGNITIVE BEHAVIOUR
TREATMENT
Tanser P, Cott A, Goldberg WM, McCully J,
Parkinson W.
Proc. 37th Annual Meeting, American College of
Angiology, Atlanta, Georgia, 1990

EDUCATIONAL VIDEO PRESENTATIONS

- 1983 Heart Catheterization - An Audio/Visual Teaching
Presentation
- Drugs and Devices, University of Toronto. Lipid
Disorders in Coronary Disease

(COMPLETED) CLINICAL RESEARCH TRIALS IN COLLABORATION

BEHAVIOURAL MODIFICATION STUDY IN PATIENTS WITH CHEST
PAIN AND NORMAL CORONARY ARTERIES OR MITRAL VALVE
PROLAPSE

STREPTOKINASE CORONARY ARTERY THROMBOLYSIS STUDY
(1983-84)

RANDOMIZED DOUBLE-BLIND PLACEBO CONTROLLED EVALUATION
OF DOXAZOSIN IN CHRONIC HEART FAILURE (1985-86)

CONTROLLED TRIAL OF ENDRALAZINE IN SYSTEMIC HYPERTENSION (1986)

TRANSDERMAL NITROGLYCERIN IN CHRONIC ANGINA, A CONTROLLED TRIAL (1985)

AMIODARONE TRIAL IN MYOCARDIAL INFARCTION (Pilot Study) (1988-89)

PARENTERAL MILRINONE TRIAL IN CONGESTIVE HEART FAILURE (1986-88)

SAFETY AND EFFICACY OF BETAXOLOL COMBINED WITH NIFEDIPINE OR DILTIAZEM IN STABLE ANGINA PECTORIS (1989)

SAFETY AND EFFICACY OF TA-3090 IN STABLE EXERTIONAL ANGINA PECTORIS (1989-90)

PIRMENOL vs DISOPYRAMIDE IN VENTRICULAR ARRHYTHMIAS (1987)

QUINAPRIL vs PROPRANOLOL TRIAL IN MILD TO MODERATE SYSTEMIC HYPERTENSION (1987-88)

IBOPAMINE vs FUROSEMIDE TRIAL IN MILD HEART FAILURE (1985-88)

CANADIAN ATRIAL FIBRILLATION ANTICOAGULATION STUDY (1988-90)

IBOPAMINE LONG-TERM SAFETY TRIAL IN HEART FAILURE (1987-89)

CARVEDILOL TRIAL IN HYPERTENSION (1988-89)

BETAXOLOL vs ATENOLOL TRIAL IN ANGINA PECTORIS (1987-88)

QUINAPRIL/CAPTOPRIL TRIAL IN MODERATE TO SEVERE HYPERTENSION (1987-88)

RESEARCH IN PROGRESS

NISOLDIPINE COMBINED WITH ATENOLOL IN STABLE ANGINA PECTORIS (1990 →)

CANADIAN AMIODARONE MYOCARDIAL INFARCTION TRIAL (1990 →)

OPEN LABEL ORAL MILRINONE TRIAL IN CONGESTIVE HEART
FAILURE (1986 →)

COMPARISON TRIAL OF MILRINONE, DIGOXIN, AND
CAPTOPRIL, IN CHRONIC HEART FAILURE (1989 →)

NON-MEDICAL ACTIVITIES

1976 Member, Oakville Symphony Orchestra (1st Violins)
1979 Member, Dundas Valley Orchestra (1st Violins)
 Member, Dundas String Quartet (2nd Violin)
1980 Member, Canadian Amateur Musicians' Association
 Member, Hillcrest Tennis Club

MILITARY

Captain, Canadian Armed Forces (Reserve)
Medical Officer, Royal Hamilton Light Infantry
District Surgeon, Hamilton Militia District, C.M.A.

(F5)CV.PT
November 7, 1990

- 2:30
(2)
- #1: ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON COM
OR
#2: BOARDS AND COMMISSIONS ENGLISH LANGUAGE SUB-COMMITTEE

Professional Qualifications of

TOMMY TARPOS
146 Strawberry Drive
Hamilton, Ontario
L8E 4S2
(416) 578-7549

FOR

RECEIVED

JAN 14 1991

CITY CLERKS

APPOINTMENT AS PUBLIC BOARD MEMBER

OBJECTIVE

To serve as a citizen member on either of the following: Advisory Committee on Equitable Representation on Committees or Board and Commissions English Language Sub-Committee. I have been a resident of Hamilton most of my life always taking a keen interest in politics at all levels of government. The following is a chronological history of my relevant employment and political experience as qualifications for this appointment.

ORGANIZATIONAL EXPERIENCE

- 1976-1983 Opened a 24-hour variety store, one of the first in the Hamilton area and ran a successful business until its sale in 1983.
- 1977-1983 Opened a successful submarine sandwich store until its sale in 1983
- 1978-Present Opened a retail travel agency that proved to be the largest independent travel agency in the market area including Oakville to Niagara Falls. Uncle Tommy's Travel Consultants Inc. marketed travel packages at wholesale prices and became the "Travel Success Story". Duties as President and C.E.O. of Uncle Tommy's Travel Consultants Inc. include:
- maintaining a sufficient operating line of credit for growth;
 - arranging financing for expansion and renovation projects;
 - the discussion of employee performance reports from management and financial reports from the accounting department;
 - arranging large groups of passengers to various holiday vacations and business trips; for example:
 - * 100 McMaster students - Acapulco
 - * 100 business people with CHAM Radio - St. Kitts
 - * 80 business people with CKOC Radio - Ixtapa
 - arrange individuals and corporate customers to attend various conventions and business meetings. For example,
 - * Comdex Convention - Las Vegas
-

ORGANIZATIONAL EXPERIENCE: (Cont'd)

1988-Present Opened Uncle Tommy's Wholesale Travel and duplicated Uncle Tommy's Travel Consultants Inc. to better serve and increase sales volume.

EDUCATION

MOHAWK COLLEGE OF APPLIED ARTS & TECHNOLOGY

HAMILTON, ONTARIO

Effective Supervision - Human Relations

Completed the course in 1976 and studied management skills, day-to-day problem-solving for the supervisor and effective communications between the employer and the employees.

Business Administration

Attending only the first semester before opening Uncle Tommy's Variety, I studied Basic Accounting, Marketing, Economics and Advanced Mathematics.

Diplomas

1976	Mohawk College of Applied Arts & Technology
	• Effective Supervision - Human Relations
1980	C.P. Air
	• Basic North American Fares and Ticketing
	• Advanced North American Fares and Ticketing
	• Basic International Fares and Ticketing
	• Advanced International Fares And Ticketing
1981	Cruise Lines International Association
	• Certified Cruise Counsellor
1982	Canadian Institute of Travel Counsellors
	• Qualified to use C.T.C. after name as of 1982
1986	Air Canada, Reservec, Agency Automation
1990	American Airlines Sabre Subscriber Training

Awards

1985	Award of Excellence - Adventure Tours
1986	Award of Excellence - Adventure Tours
1987	Award of Excellence - Adventure Tours
1988	Outstanding Sales and Support - Canadian Holidays
1988	Award of Excellence - Adventure Tours
1988	Gold Achievement Award - Fiesta Holidays
1989	Award of Excellence - Adventure Tours
1989	Outstanding Encouragement & Assistance - Co-op Education
1989	Award of Excellence - Adventure Tours
1990	Professional Award, European Sales - Sunquest Vacations
1990	Professional Award, Sun Destinations - Sunquest Vacations

POLITICAL EXPERIENCE

The start of my political endeavours goes back to the Campaign to Elect Jack MacDonald in Hamilton East. Shortly thereafter I became a Director of the Hamilton East Federal P.C. Association, under the presidency of Eugene Fedak.

I was approached by a VP of the Progressive Conservative Party of Ontario in June of 1987 and decided to run as P.C. Candidate in Hamilton East during the 1987 election against the incumbent Bob Mackenzie.

In the fall of 1989, I ran for the position of President for the Hamilton East P.C. Association and was elected. During my term as president, our riding association built our membership tenfold. Along with the other five riding associations in our area, we were instrumental in making the one member vote leadership bid a success and held our voting station at the Hamilton Convention Centre on May 12, 1990.

I was Campaign Manager for Ron Tomblin, P.C. Candidate for Hamilton East and I am currently on a committee to help reduce the P.C. Party of Ontario's debt.

REFERENCES

Jerry Ingrassia, B.A., L.L.B.
1 Main Street East, 3rd Floor
Hamilton, Ontario, L8N 1E7
Telephone: (416) 522-7442

Peter Borkovich, B.A., L.L.B.
1 Main Street East, 3rd Floor
Hamilton, Ontario, L8N 1E7
Telephone: (416) 522-7442

Cam Jackson, M.P.P., Burlington South
460 Brant Street
Burlington, Ontario, L7R 4B6
Telephone: (416) 639-7924

Dr. Richard Agro, B.Sc., D.D.S.
50 Dundurn Street
Hamilton, Ontario
Telephone: (416) 546-0333

Dennis A. Lugowy, B.A., C.A.
149 Main Street East, Suite 100
Hamilton, Ontario, L8N 1G4
Telephone: (416) 522-4977

Sam M. Cino, FCA; past H.E.C.F.I. Board Member
152 Jackson Street East
Hamilton, Ontario, L8N 1L3
Telephone: (416) 572-9355

Additional references available upon request.

3:45

Donald L.
43 Ivy Le
Hamilton,
L8T 3R5.

January 10th, 1991.

The Corporation of the City of Hamilton,
Office of the City Clerk,
Hamilton, Ontario.
L8N 3T4.

RECEIVED

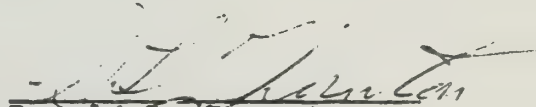
Attn: Mr. H.E. Avery, City Clerk

CITY CLERKS

Dear Sir;

I hereby make application for appointment to the English Sub-Committee. I am a native born canadian. I have lived in Hamilton for over 60 years, father of two adult sons and a home owner for over 33 years. I am retired and available for meetings.

Sincerely,


Donald L. Thornton

/dt

ENGLISH SUBCOMMITTEE

RI 2:35

(2)

CITY CLERKS

SUBMISSION
FOR CONSIDERATION
FOR APPOINTMENT
TO:

ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION
ON COMMITTEES

AND

BOARDS AND COMMISSIONS ENGLISH LANGUAGE
SUB-COMMITTEE

From: RONALD M. TOMBLIN
#2804 - 150 Charlton Avenue East
Hamilton, Ontario L8N 3X3
(416) 527-8451 - Voice
(416) 529-9197 - Fax

REASON FOR SERVING: As a long time Hamilton resident, I feel I can contribute a balanced, objective and innovative point of view. This is in consideration of my broad range of past experience in the employment, community and political environments.

I have submitted my resume for your consideration.

RESUME OF RONALD M. TOMBLIN
#2804 - 150 Charlton Avenue East
Hamilton, Ontario L8N 3X3
(416) 527-8451 - Voice
(416) 529-9197 - Fax

OBJECTIVES: Serve as a Citizen Board Member

EMPLOYMENT HISTORY:

Current

IDENTICS

Suite 210 - 137 Church Street
Toronto, Ontario M53 1Y5
(416) 368-0588

Position: Contract Manufacturers' Agent
Territory: Continental Canada and United
States of America

Duties: Participate in the development and
implementation of marketing and distribution
programmes on a regional and national basis.
Select and organize product trade exhibitions in
target North American cities.
Travelled extensively throughout Canada and United
States conducting dealer seminars and new dealer
recruitment.
Recruitment date: June 10, 1983

1981-1983

COOPER BEARINGS CANADA LIMITED

5875 Coopers Avenue
Mississauga, Ontario L4Z 1R9
(416) 273-5922

Position: Manufacturers' Representative
Territory: Southern Ontario (North Bay to Niagara
Falls and Windsor to Ottawa Valley)

Duties: Respond to distributor requests for sales
and technical assistance at point of sale.
Solicit O.E.M. quotations and follow through for
P.O. number.
Conduct product information seminars for users,
manufacturers and distributors.
conduct sales seminars for distributor sales
representatives.
Attend product demonstration exhibits.
Report by way of tape and transcribed call reports
and expense reports to President.
Recruitment date: August 10, 1981

1979-1981

MUTUAL LIFE OF CANADA

25 Charlton Avenue East
Hamilton, Ontario L8N 1Y2
(416) 528-8691

Position: Contract Career Agent

Territory: Ontario, by Ontario licence

Duties: Solicit life, pension group applications.

Recruitment date: September 12, 1979

Resigned: June 30, 1981

Contact: Mr. John Shea, CLU Manager
Mr. Jack O'Neal, CLU Ass't Manager

1977-1979

LOUNSBURY REALTY LIMITED

171 James Street South
Hamilton, Ontario L8P 3A3
(416) 528-8541

Position: Residential Real Estate Agent

Territory: Ontario by Ontario Real Estate Licence

Duties: Solicit listings for residential Real Estate (Vendors).

Solicit purchaser for vendors and qualify same.

Negotiate sale transaction for vendor and purchaser.

Draw up necessary documents for purchase, sale and follow through with necessary arrangements for financing with banks and mortgage company.

Prepare written market comparisons of residential real estate to establish estimate of selling price.

Recruitment date: December 10, 1977

Resigned: September 12, 1979

Contact: Mr. Tim McKay, President

1975-1977

NELSON EXCAVATING COMPANY LIMITED

150 Brackley Drive
Stoney Creek, Ontario
(416) 561-1226

Position: Manager of Operations

Duties: Solicit contract hourly work for in house equipment and broker equipment.

Co-ordinate sub-contracted trades.

Follow through billing and collection.

Direct maintenance and office staff.

Report to owner and President, Mr. L. Nelson.

Solicit prospects and close sale for swimming pool package installations.

Recruitment date: June 30, 1975

Resigned: October 12, 1977

For the period 1975 to 1967 I was primarily engaged in the occupation of Stationary Engineer. Upon leaving this field I had attained the level of Ontario Second Class Stationary Engineer and a portion of the First Class Certificate.

I was employed through this time by Westinghouse Atomic Power Division, Hamilton, Ontario; Consolidated Plant Maintenance on Contract to Toronto International Airport, Malton, Ontario; and Steel Company of Canada, Hamilton Works for 7 years, beginning in 1967.

PERSONAL:

AGE:	44 years	BIRTHDATE:	September 14, 1946
HEIGHT:	6 feet	WEIGHT:	230 lbs.
MARITAL STATUS:	Married 1966, separated 1980 One son Paul, aged 24, attending Guelph University		
BIRTHPLACE:	Brantford, Ontario		
HEALTH:	Excellent		

EDUCATION:

Glendale Secondary School, Hamilton, Ontario	- Grade 12
Mohawk College, Hamilton, Ontario	- Ontario Real Estate Licence
	- Ontario Insurance Agent Licence
George Brown College, Toronto, Ontario	- Stationary Engineering
McMaster University, Hamilton, Ontario	- Economics I
University of Western Ontario, London, Ont.	- Residential Real Estate
	- Appraisal I
Southern Alberta Institute of Technology (S.A.I.T.)	- Correspondance
	- 1st Class Stationary Engineering

SPECIAL ACHIEVEMENTS:

Invited to teach Stationary Engineering 4th Class - Water Treatment and Thermo Dynamics - with the Hamilton Board of Education Evening Class. 1 year

Past Secretary and Photographic Chairman with Institute of Power Engineers. 2 years

Received President of Wentworth Condominium Corp.#1. 6 years

Received two Proficiency Awards in High School
Grades 9 and 10 - 1st Class Honours

SPECIAL ACHIEVEMENTS: (Cont'd)

Graduated with 1st Class Honours: Real Estate
 Insurance
 Stationary Engineering,
 2nd, 3rd and 4th class.

1990 Electoral candidate for Progressive Conservative Party
of Ontario for riding of Hamilton East.

REFERENCES:

Mark Eckebrecht
136 National Drive
Hamilton, Ontario L8G 5G3
Home: 578-4969
Office: Adverttech Inc.
 (416) 528-1988

Rino Bellavia C.A.
35 Mount Albion Road
Hamilton, Ontario L8R 5S5
Home: 561-9443
Office: Peat Marwick Chartered Accountants
 (416) 523 8200

Judy Mintz
4 Valleyview court
Dundas, Ontario L9H 4R6
Home: 628-4673
Office: Progressive Conservative Party of Ontario
 (416) 627-5461

RECEIVED

3:50

JAN 11 1991

36 Collier C:
Hamilton,
L9C 3S8

CITY CLERKS

January 11th, 1991

Mr. K. E. Avery,
City Clerk,
City Hall, 71 Main St. West,
Hamilton, Ont.

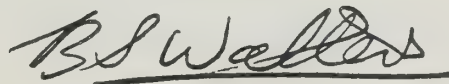
Dear Sir,

I wish to be considered for appointment to
the English Language Sub-Committee.

I have been a resident of this City for
thirty-four years. For most of that time I have
been self-employed, having established a successful
family business.

Over the years I am and have been a member of
various organizations comprised of people from
various ethnic backgrounds, and have enjoyed an
agreeable relationship with them. Through these
contacts I have become very interested in their
affiliation into the English-speaking community,
and I feel that I will be able to make a valuable
and sincere contribution to this Committee.

Yours sincerely,



B. S. WALTERS.

RI

2:40

(2)

SANDRA WILSON
25 QUAIL DRIVE
HAMILTON, ONTARIO L8W 1N1

MR. K. E AVERY
CITY CLERK, CITY HALL
71 MAIN WEST HAMILTON, ONTARIO
L8T 3T4

Dear Mr Avery,

I am applying for a position on the ADVISORY COMMITTEE ON EQUITABLE REPRESENTATION ON COMMITTEES, BOARDS AND COMMISSIONS as well as a position on the ENGLISH LANGUAGE SUB-COMMITTEE.

Enclosed you will find my resume, outlining my experiential background as well as my educational background.

I have lived in the city of Hamilton for the past sixteen years and have found the city to be a changing reflecting mosaic of our country as a whole. I wish to be a member of one or both committees in order to contribute as a Canadian who reflects the changing mosaic of our country and our city.

I also wish to be a member of the committee for the purpose of serving or giving back to a city that has been so good to me since I arrived here sixteen years ago.

I possess excellent communication and organizational skills. I am skilled at public speaking. Poised in making presentations and professional in my demeanour. I possess tact, good judgement, and the ability to work well under pressure.

Should you require further information please contact the undersigned at your earliest convenience. I look forward to hearing from you soon in this regard.

Yours Truly

Sandra Wilson

SANDRA WILSON

25 Quail Drive
Hamilton, Ontario
L8W 1N1
(416) 575-4616

EDUCATION

Bachelor of Arts Philosophy, McMaster University, Hamilton, Ontario
May 1988

- Other areas of concentration: Labour Studies, Political Science, Psychology and Business Ethics.
- This program emphasized the multidimensional approach of examining numerous societal problems in an effort at finding relevant solutions.

CAREER GOALS

To pursue a career in the Public or Private sector which offers challenge as well as the opportunity for professional and personal growth.

PERSONAL STRENGTHS

- possess excellent communication skills
- possess ability to work directly without supervision
- work well as part of a team, collaborate with colleagues skillfully
- able to handle a variety of tasks and responsibilities simultaneously and efficiently
- excellent at organizing my time
- effective in dealing with different kinds of people
- relate well in dealing with the public, communicate effectively; excel at listening, comprehending and conveying awareness
- highly motivated, tactful, diplomatic
- skilled at making arrangements for events, processes
- poised in making presentations and excel at public speaking
- deal well with the unexpected; the critical
- possess effective leadership skills

EMPLOYMENT HISTORY

1989 - Present

Director, Facilities Management Unit, Marriott Corporation of Canada Ltd.

Responsible for recruiting, training and development of all supervisory staff and all general help staff.

Responsible for budgeting, inventory control and all general functions of the unit.

Liaise with clients.

Continued...

EMPLOYMENT HISTORY (Continued)

1987 - 1989

Part Time Recreation and Special Needs Worker:

Coordinating and implementing recreational and life skill activities for physically challenged youth and adult clients.

1986 - 1987

Corporation of the City of Hamilton

Historical Interpreter.

1984 - 1986

Assistant Shift Supervisor

In charge of all in store operations at a Hamilton restaurant.

VOLUNTEER EXPERIENCE**VOLUNTEER MODERATOR**

with Telemedicine Canada

1989 TO Present

COUNSELLOR

at one of the Crisis Centres in the Hamilton Wentworth Region

1985 to 1987

VOLUNTEER ENGLISH TUTOR

1985 - 1986

- to a foreign student in order to help with the proper use of the English language

VOLUNTEER

with the Department of Epidemiology and Biostatistics at McMaster University

1984 - 1985

- collecting data for a blood pressure study conducted in the Hamilton Wentworth Region

INTERESTS

- long distance running,
- weight lifting
- non ballistic aerobics
- classical music
- reading and poetry

REFERENCES

- Available upon request.

54 Lochearn Street
Hamilton, Ontario
L8R 1W1

REC 3:55

JAN

January 11, 1991

CITY

Mr. K. E. Avery
City Clerk
City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

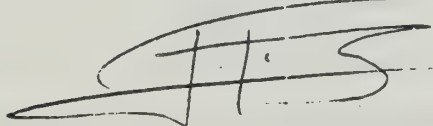
Dear Mr. Avery:

My involvement in the community has been working with the Spanish-speaking and Native organizations which deal with different levels of government in the provision of social services for this multicultural population.

I am aware of the difficulties faced by newcomers in mastering the English language, and the fact that many immigrants still encounter a language barrier many years later.

I believe that my contribution to the English Language Sub-Committee will be valuable.

Yours sincerely,



JOSE ZARATE

CURRICULUM VITAE

JOSE ZARATE
54 Lochearne Street
Hamilton, Ontario L8R 1W1
Tel: (416) 523-7356

LANGUAGES: ENGLISH, SPANISH, AND QUECHUA (Native: process of learning)

EDUCATION:

- 1990 M.A. Sociology - University of Guelph
- 1984 Graduate Courses, Development Planning, Theory of Economic Development and Economics of Human Resources (Department of Economics)
York University
- 1979 B.A. Honours, Economics National Autonomous,
University of Mexico

EMPLOYMENT HISTORY:

- 1983 Economic Analyst, Economic Planning Department, FIDEIN (industrial parks trust)/Nacional Financiera (Federal Financial Institution), Mexico City
- Analyzes feasibility of industrial park projects submitted by provincial governments; monitored and assessed implementation, including onsite and prepared reports.
- 1981 Development Project Analyst, Credit Head Office, Banco Nacional Pesquero y Portuario (Fisheries Sector Federal Bank), Mexico City,
- Responsible for assessing and elaborating cooperative and other fisheries proposals, including aquaculture projects, mainly from indigenous communities; identified and secured human resources, equipment and financial requirements; monitored and reported progress
- 1979 Economic Analyst, Financial Planning Department, Fideicomiso PRODEL (Agribusiness Trust)/Banco Nacional de Credito Rural (Farming Sector Federal Bank), Mexico
- Responsible for economic analyses of an experimental agro-industrial and cattle complex, including determining final product prices and identifying and solving operational problems.

VOLUNTEER WORK:

- 1986 Ontario Welcome House, Hamilton and District
Multicultural Council Inc. and Hispano-American
Association for Mutual Aid, Community Counsellor
- Responsible for socio-economic and para-legal
counselling and for liaison with local agencies
- 1987 World Council of Indigenous Peoples (WCIP), Native
NGO with consultative status with United Nations,
Ottawa
- Assisted the legal advisor on cultural and
administrative matters, and Spanish to English
translations
- 1986 Northwest Communicare Daycare Centre, Hamilton,
- Treasurer at the Board of Directors. Responsible
for financial statements and reporting on the
economic position to the Board
- 1985 Centre for research on Latin America and the
Caribbean, York University
- Conducted a personal research on Latin American
Immigration to Ontario

PROJECT INITIATIVES:

- 1989 Information Network of Indigenous Peoples of the
Americas (INIPA)
- Joint venture of Native citizens from Six Nations,
New Credit and Hamilton communities to establish
an information network, and to foster awareness of
the Indigenous peoples' plight throughout the
Americas
- 1989 The Spanish Community in Hamilton: It's
Socio-Economic Situation
- Elaborated final draft of questionnaire to
interview members of the ethnic community.
Currently initiating last phase in compiling and
selecting updated bibliography to elaborate the
research project

RECEIVED

JAN 28 1991

CITY CLERKS

4:00
Rita Bosas
172 Darlingt
Hamilton, On.
LOC 2M5

Jan. 28, 1991

Dear Sir:

Please accept my application for a position as a member of the city's English - language subcommittee. As an English as a Second Language Teacher and a recent newcomer to Canada I feel I am in a position to help identify concerns and voice the views of people from a variety of ethnic backgrounds who form an important part of Hamilton's anglo-phone community.

Thank you for your consideration of my application.

Sincerely,



Rita Bosas

Resume

RITA BOSAS

172 Darlington Dr.
Hamilton, Ont. L9C 2M5

Telephone: [416] 574-0737

Highlights of Qualifications

- * Graduate degrees in languages and education.
- * Excellent command of English, Russian, Czech, and Lithuanian languages; working knowledge of German, French, Polish, Slovak, Serbian and Croatian.
- * Sensitivity and empathy to the needs and problems of immigrants.
- * Committed to professional excellence.

Relevant Experience

May 1989 to
February 1990

Volunteer

English Language Studies
MOHAWK COLLEGE OF APPLIED ARTS & TECHNOLOGY
Hamilton, Ont.

Assisted Mrs. Heather Brinkman.
High Intermediate Level.

Assisted Mrs. Elizabeth Sadler.
Beginner/Literacy Level.

1980 to 1988

English as a Second Language Instructor (Adults)

CZECHOSLOVAK RADIO, Prague, Czechoslovakia

Employment History and Educational Background

Present

Sessional/Supply Teaching Master

English Language Studies
MOHAWK COLLEGE OF APPLIED ARTS & TECHNOLOGY
Hamilton, Ontario

Present

Part-time Academic (Evening Classes)

English Language Studies
MOHAWK COLLEGE OF APPLIED ARTS & TECHNOLOGY
Hamilton, Ontario

Present

Occasional Teacher

BOARD OF EDUCATION FOR THE CITY OF HAMILTON
Hamilton, Ontario

Present

Certified Court Interpreter

(Lithuanian & Czech languages)

1989 to 1990	<u>Additional Qualification Course</u> FACULTY OF EDUCATION, UNIVERSITY OF TORONTO Toronto, Ontario English Senior
1989 to 1990	<u>Additional Qualification Course</u> COLLEGE OF EDUCATION, BROCK UNIVERSITY St. Catharines, Ontario English as a Second Language-Part 1
1971 to 1988	<u>Editor, English Language Broadcasts</u> CZECHOSLOVAK RADIO, Prague, Czechoslovakia - assigned to write features in the fields of culture, health and medicine
1969 to 1971	<u>Family Care</u>
1964 to 1969	<u>Graduate Student</u> UNIVERSITY OF VILNIUS, Vilnius, Lithuania Faculty of History and Philosophy
1963 to 1964	<u>Full-time Student</u> THE CONSERVATORY OF VILNIUS, Vilnius, Lithuania

Professional Qualifications

<u>Master's</u>	UNIVERSITY OF VILNIUS, Vilnius, Lithuania Major: English Language and Literature Minor: German and Russian Languages - appraised by the Comparative Education Service, UNIVERSITY OF TORONTO
<u>Teacher's Certificate</u> [1969]	UNIVERSITY OF VILNIUS, Vilnius, Lithuania
<u>Teacher's Certificate</u> [1970]	CHARLES UNIVERSITY, Prague, Czechoslovakia
<u>Temporary Letter of Standing</u> [1990]	ONTARIO MINISTRY OF EDUCATION, Toronto, Ont. - Intermediate and Senior Divisions (English) - English as a Second Language-1

Personal Data

Hobbies:	Arts, reading, music, playing the piano, and travelling.
Affiliations:	TESL Ontario Court Interpreters' Association of Ontario Hamilton Opera Guild Chamber Music Hamilton

References Available Upon Request.

FINANCE AND ADMINISTRATION COMMITTEE

URBAN MUNICIPAL

1991 MARCH 7

CONSENT AGENDA

GOVERNMENT DOCUMENTS

A. ADOPTION OF THE MINUTES - Regular Meeting of 1991 February 21

B. MANAGER OF PURCHASING

Replacement of Three (3) 26,500 GVW Trucks with Forestry Chipper Bodies,
Units #9206/7/11, Fleet Services

C. CITY CLERK

- (i) By-law Appointing Municipal Law Enforcement Officers
- (ii) Keep Hamilton Clean Committee - Use of City Hall Foyer
- (iii) Election 1991 - Media Coverage
- (iv) Senior Citizen Council for the City of Hamilton - Elections
- (v) Spicer Commission - Use of City Hall Meeting Rooms
- (vi) Hamilton Sports Council - Use of Council Chamber
- (vii) Flying of the Canadian Ski Patrol System Flag
- (viii) Senior Citizens Carousel - Display of Seniors' Paintings
- (ix) Bell Canada - Proposed Change in the 416 Area Code - Referral from City Council

D. TAXI ADVISORY COMMITTEE

Reaffirmation of Present Structure and Composition

E. COMMISSIONER OF HUMAN RESOURCES

Appointments to and Terminations from Permanent Positions

F. DIRECTOR OF PROPERTY

Sale of Property at 1781 King Street East to Municipal Non-Profit (Hamilton)
Housing Corporation

G. TREASURER

- (i) Financing of Proposed Construction of an Independent Concrete Sidewalk on the East Side of Centennial Parkway between the City of Hamilton/City of Stoney Creek Limits and Vineyard Road
- (ii) Financing City's Share of Paradise Gate Estates Subdivision
- (iii) 1991 Applications for Roadway Subsidies
- (iv) Challenge '91, Student Employment/Experience Development Program (S.E.E.D.) - Information Report

A.

Thursday, 1991 February 21
9:30 o'clock a.m.
Room 233, City Hall

The Finance and Administration Committee met.

There were present: Alderman B. Hinkley, Chairman
Alderman D. Ross, Vice-Chairman
Mayor R. Morrow
Alderman T. Cooke
Alderman V. J. Agro
Alderman G. Copps
Alderman D. Agostino
Alderman T. Jackson
Alderman J. Gallagher

Also present: Alderman M. Kiss
Alderman D. Wilson
Mr. L. Sage, Chief Administrative Officer
Mr. E. C. Matthews, Treasurer
Mr. R. Hammel, Manager of Accounting
Mr. N. Adhya, Manager of Budgets
Chief G. Baker, Hamilton Fire Department
Ms. P. Noé Johnson, City Solicitor
Mr. B. Loreto, Assistant City Solicitor
Mr. J. Hindson, Director of Information Systems
Mr. D. Vyce, Director of Property
Mr. R. Sugden, Director of Culture and Recreation
Mr. J. Johnston, Commissioner of Human Resources
Mr. R. Martiniuk, Manager, Architectural Division
Mr. J. Thompson, Secretary

CONSENT AGENDA

A. MINUTES

The minutes of the special meeting of the Finance and Administration Committee held 1991 January 29 and the regular meeting held 1991 February 7 were received and adopted as circulated to the members.

B. MANAGER OF PURCHASING

(i) SUPPLY AND DELIVERY OF ELECTRIC LIGHT BULBS, PURCHASING STORES DURING 1991

As outlined in a report of the Manager of Purchasing dated 1991 February 12, the Committee agreed to submit the following recommendation to City Council for approval:

That a purchase order be issued to Gerrie Electric, Burlington, in the amount of \$68 766.61, plus 8% PST and 7% GST, being the lowest of ten (10) tenders received, for the supply and delivery of Electric Light Bulbs to Purchasing Stores as and when required during 1991, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from various Stock Inventory Accounts.

(ii) SUPPLY AND DELIVERY OF SAFETY EQUIPMENT, PURCHASING STORES DURING 1991

As outlined in a report of the Manager of Purchasing dated 1991 February 12, the Committee agreed to submit the following recommendation to City Council for approval:

That a purchase order be issued to Lawlor & Co., Hamilton, in the amount of \$56 524.83, plus 8% PST and 7% GST, being the lowest of thirteen (13) tenders received, for the supply and delivery of Safety Equipment to Purchasing Stores as and when required during 1991, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from various Stock Inventory Accounts.

C. DIRECTOR OF PUBLIC WORKS

REQUEST FOR ADDITIONAL REPAIR TO FIRE DEPARTMENT PUMPER #4 AND #7

As outlined in a report of the Director of Public Works dated 1991 February 12, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That additional repairs to the Truck Frame, Water Tank and Truck Cab Torsional Spring Hinge to Fire Department Pumper #4 in the additional amount of \$1 537 be approved.
- (b) That additional repairs to Truck Frame, Pump House Structure, Truck Cab and Water Tank to Fire Department Pumper #7 in the additional amount of \$6 623 be approved.
- (c) That this expenditure be charged to Reserve for Major Vehicle Repairs Account No. CH 5X522 00103.
- (d) That the total repair cost of \$55 536 to Fire Department Pumper #4 (including \$53 999 for the original approved repair expenditure) be added to the original cost (being \$109 588) of the Pumper #4 (Vehicle No. 1661) for depreciation purposes.
- (e) That the total repair cost of \$60 622.30 to Fire Department Pumper #7 (including \$53 999 for the original approved repair expenditure) be added to the original cost (being \$109 588) of the Pumper #7 (Vehicle No. 1660) for depreciation purposes.

D. CITY CLERK

(i) HAMILTON AMATEUR WRESTLING CLUB - CIVIC AWARDS

As outlined in a report of the City Clerk dated 1991 February 5, the Committee agreed to submit the following recommendation to City Council for approval:

That the following civic awards be presented to the following members of the Hamilton Amateur Wrestling Club for previously awarded civic gold rings:

Greg Woodcroft	-	Diamond and Ruby Insert
Callum McNeil	-	Diamond Insert
Joe Mair	-	Diamond and Ruby Insert
Larry Holmes	-	Diamond and Ruby Insert
Mirahmad Qurizadan	-	Diamond Insert
Nick Cipriano (Coach)	-	Diamond and Ruby Insert

(ii) **CANADIAN POLISH CONGRESS - CONSTITUTION CELEBRATION**

As outlined in a report of the City Clerk dated 1991 February 8, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Canadian Polish Congress to use the Council Chamber and related equipment on 1991 Saturday May 04 from 10:30 a.m. until approximately 1:00 p.m. for their 200th Anniversary of the Polish Constitution Ceremony.
- (b) That the request of the Canadian Polish Congress to fly the Polish National flag at City Hall on 1991 May 03, in recognition of Polish Week in Hamilton, be approved.
- (c) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iii) **FLYING OF ST. JOHN AMBULANCE FLAG**

As outlined in a report of the City Clerk dated 1991 February 8, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the St. John Ambulance to fly the St. John Ambulance flag at City Hall from 1991 May 26 to June 02, in recognition of St. John Ambulance Week in Hamilton, be approved.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iv) **FLYING OF ESTONIAN FLAG**

As outlined in a report of the City Clerk dated 1991 February 12, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the Hamilton Estonian Society to fly the Estonian flag at City Hall on 1991 February 22, 23 and 24, in recognition of Estonian Independence Day, be approved.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(v) **FLYING OF CANADIAN RED CROSS SOCIETY FLAG**

As outlined in a report of the City Clerk dated 1991 February 4, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the Canadian Red Cross Society to fly the Red Cross Society flag at City Hall for the month of March 1991, in recognition of Red Cross Month, be approved.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(vi) FLYING OF CROATIAN FLAG

As outlined in a report of the City Clerk dated 1991 February 18, the Committee agreed to submit the following recommendation to City Council for approval:

That the request of the United Croats of Canada to fly the Croatian flag at City Hall during the period of 1991 April 5-9, in recognition of the anniversary of Croatian independence, be granted.

(vii) MAX ROTMAN HUMANITARIAN AWARD CEREMONY

As outlined in a report of the City Clerk dated 1991 February 5, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Hamilton Jewish Community Centre to use the Council Chamber on 1991 Sunday, April 21 at 7:30 p.m. for the Annual Max Rotman Humanitarian Awards Ceremony.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(viii) COMMUNITA RACALMUTESE MARIA SS DEL MONTE

As outlined in a report of the City Clerk dated 1991 February 4, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Communita Racalmutese Maria SS Del Monte to use the City Hall forecourt from approximately 2:00 p.m. to 6:00 p.m. on Sunday, 1991 June 09 for a reviewing stand during the Racalmutese Religious Festival.
- (b) That the Manager of the Property Maintenance Division be authorized and directed to arrange for the erection of a reviewing stand and all other pertinencies on Sunday, 1991 June 09 for this Festival.

(ix) SUPPORT OUR TROOPS RALLY CAMPAIGN

As outlined in a report of the City Clerk dated 1991 February 12, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Support Our Troops Rally Campaign organizers to use the City Hall forecourt and related equipment for a Support Our Troops Rally.
- (b) That in the event of inclement weather, permission be granted to the Support Our Troops Rally Campaign organizers to use the Council Chamber and related equipment for their Rally.

(x) SPICER COMMISSION

As outlined in a report of the City Clerk dated 1991 February 18, the Committee agreed to submit the following recommendation to City Council for approval:

That the request of Lewis Brown Scarfone Hawkins, Barristers & Solicitors, for the use of City Hall meeting rooms for the Spicer Commission Citizens' Forum on the following dates be granted:

Wednesday, 1991 February 27, 7:30 p.m.-10:00 p.m. - Room 233
Wednesday, 1991 March 06, 7:30 p.m.-10:00 p.m. - Room 219

E. DIRECTOR OF PROPERTY

As outlined in a report of the Director of Property dated 1991 February 5, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the Cari-Can Festival Organization be granted approval to use the pedestrian bridge over King Street West between the Convention Centre and the Sheraton Hotel on 1991 August 17 between the hours of 12:00 noon and 3:00 p.m. for the purpose of accommodating officials who will be judging the Cari-Can Festival parade which will travel westerly along King Street West.
- (b) That the Director of Property be granted the authority to approve of a similar use in future years.

F. TREASURER**(i) TEMPORARY FINANCING OF FEASIBILITY STUDY - HUNTINGTON PARK RECREATION CENTRE**

As outlined in a report of the Treasurer dated 1991 February 15, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That, as referred to in Section 4 of the Fourth Report of the Parks and Recreation Committee, an amount of \$30 000 be allocated temporarily from the Reserve for Capital Projects for preparation of a Feasibility Study to recommend the future development of Huntington Park Recreation Centre.
- (b) That upon receipt of the Ontario Municipal Board approval for this project, these expenditures be transferred to the appropriate capital account.

(ii) TAX APPLICATIONS PROCESSED UNDER SECTION 496(a) OF THE MUNICIPAL ACT

As outlined in a report of the Treasurer dated 1991 February 6, the Committee agreed to submit the following recommendation to City Council for approval:

That realty and business tax applications processed under Section 496(a) of The Municipal Act in accordance with Bill 59 (Municipal Act Amendment) Chapter 31 Statutes of Ontario, 1988, in the amount of \$16 111.47, be approved and charged to CH53307-24104 Tax Remissions.

REGULAR AGENDA**2. TASK FORCE TO REVIEW CURRENT PROCESS OF CITIZEN APPOINTMENTS**

The Committee had before it a report dated 1991 February 18 containing the following recommendation:

That, with the concurrence of the Finance and Administration Committee, permission be granted to ask City Council to reconsider and rescind Section 27 of the First Report of the Finance and Administration Committee, adopted by City Council 1991 January 29, establishing a Task Force of three (3) Members of City Council to review the current process of citizens' appointments to various Committees, Boards and Commissions in order to eliminate Committee duplication and redundancy.

The Secretary informed the Committee that pursuant to the strategies approved by City Council 1990 July 31 to improve the representation of Visible Minorities on Citizen Committees, Boards and Commissions, the Advisory Committee on Equitable Representation on Committees, Boards and Commission has been directed by City Council to review the current procedure for selecting applicants for Citizen Committees, Boards and Commissions, and that any proposed amendments to the selection procedure be forwarded to the Finance and Administration Committee for approval.

Following consideration, the Committee decided to retain the Task Force and directed that the recommendation to eliminate duplication and redundancy be received with no further action.

3. CITY SOLICITOR - SECOND LEVEL LODGING HOMES

As outlined in a report of the City Solicitor dated 1991 January 30, the Committee agreed to submit the following recommendation to City Council for approval:

That the Report on a Pilot to Implement a New Second Level Lodging House By-law, dated May 1989, prepared by the City of Hamilton and the Regional Municipality of Hamilton-Wentworth, be submitted to the Commission of Inquiry into Unregulated Residential Accommodation for Vulnerable Adults in the Province of Ontario.

NOTE: On December 20, 1990 the Lieutenant Governor issued an Order in Council under the Public Inquiries Act appointing Dr. Ernie S. Lightman to examine, study, inquire into and to report upon the level of care and living conditions of physically, developmentally, socially or psychiatrically disabled adult persons, as well as frail or cognitively impaired elderly persons, who reside in unregulated residential accommodation in Ontario. The inquiry is to be known as the Commission of Inquiry into Unregulated Residential Accommodation for Vulnerable Adults in the Province of Ontario. The Commissioner is accepting written submissions up to February 28, 1991. The Commissioner is required to report to the Lieutenant Governor in Council on or before July 1, 1991.

In approving the above recommendation, the City Solicitor was commended for bringing this matter to the attention of the Committee.

4. DIRECTOR OF PROPERTY - STAFFING ARCHITECTURAL DIVISION

As outlined in a report of the Director of Property dated 1991 February 8, the Committee approved the following recommendations:

- (a) That approval be given to return the Project Management Section of the Architectural Division back to full strength by filling one position, Senior Project Manager.
- (b) That approval be given to take the necessary steps to reclassify the existing Project Manager position (vacant) into a new Senior Project Manager position.

Alderman Copps requested that she be recorded as opposed to the above recommendations.

5. TREASURER(a) REGIONAL HYDRANT CHARGE

As outlined in a report of the Treasurer dated 1991 February 7, the Committee agreed to submit the following recommendation to City Council for approval:

That the hydrant charge billed by the Region to the City of Hamilton be discontinued and the Region be requested to recover the appropriate amount from the water and sewer surcharge billing system relating to the City of Hamilton, effective 1991 January 1.

Alderman Agro requested that he be recorded as opposed to the above recommendation.

(b) PENSION FUND RESERVE

The Committee had before it a report of the Treasurer dated 1991 February 8 recommending that the recovery of funds from OMERS for the Type III surplus in the amount of \$855 905.90 be transferred to a Reserve for future Pension Liabilities, effective 1990 January 1.

In discussion, Alderman Ross recommended that \$500 000 of the surplus funds be utilized to reduce the 1991 current budget estimates.

Alderman Copps raised the question of the City's legal and contractual obligations with respect to the utilization of the recovery funds from OMERS. In response, Mr. Matthews advised that the City is responsible to cover actuarial deficits in the pension plan. The City Solicitor advised that she would have to review the specific legislation authorizing the setting up of a reserve for future pension liabilities.

In referring the recommendation of the Treasurer regarding the pension fund reserve for consideration by City Council at a special meeting of the Committee of the Whole to be held Thursday afternoon February 21, the City Solicitor was requested to bring back a report after examining specific legislation to ensure the appropriateness of the Treasurer's recommendation, and whether the City can use the surplus funds for other purposes.

(c) PROPOSED DISTRIBUTION OF 1990 CURRENT BUDGET SURPLUS

As outlined in a report of the Treasurer dated 1991 February 18, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the Reserve for Special Events be renamed to Reserve for Hosting of Special Dignitaries to identify the nature of the expenditures.
- (b) That a new interest bearing reserve be created as Reserve for Tax Stabilization for use in reducing the impact of mill rate fluctuations from year to year, and that this reserve be funded from the year end surplus.
- (c) That the distribution of the 1990 Current Budget Surplus in the estimated amount of \$3 075 000 be as follows:

(1) 1991 Revenue and Expenditure Reduction Requirements
(Already included in the City of Hamilton 1991 Estimates):

(a)	Carry forward surplus to 1991	\$ 750 000
(b)	Reserve for Tax Stabilization -for 1991 Current Budget Allocation	1 168 240
(c)	Reserve for Hosting of Special Dignitaries (Reduces 1991 budget expenditures)	65 000
(d)	Reserve for Dofasco Appeal (Reduces 1991 budget expenditures)	<u>390 000</u>
		\$2 373 240
(2)	Reserve for Uninsured Losses	200 000
(3)	Balance to Reserve for Tax Stabilization - for future use	<u>501 760</u>
		<u>\$3 075 000</u>

NOTE: Due to surplus position in the City's Current Budget in 1990, it was not necessary to transfer reserve allocation to current revenue.

(d) REMUNERATION AND EXPENSES PAID TO MEMBERS OF CITY COUNCIL
AND MEMBERS OF OTHER BODIES FOR THE YEAR 1990

As outlined in a report of the Treasurer dated 1991 February 18, the Committee agreed to submit the following recommendation to City Council for approval:

That the Statement of the Treasurer, attached hereto as Appendix "A", summarizing remuneration and expenses paid to Members of Council and Members of Other Bodies for the year 1990 be received by City Council.

6. REPORT ON RESOLUTIONS FROM THE 4TH INTERNATIONAL CONFERENCE
OF MAYORS OF THE ST. LAWRENCE AND THE GREAT LAKES

Mayor Morrow presented a brief report on the 4th International Conference of Mayors of the St. Lawrence and the Great Lakes held last year in Milwaukee, Wisconsin, which resulted in the adoption of numerous resolutions.

In his presentation, the Mayor urged members of the Committee and Council to attend the May 1991 Conference scheduled to be held in Indiana. He explained that issues pertaining to the diversion and consumptive use of the water resources of the Great Lakes Basin is a very important matter. He advised that the Conference will be held 1991 May 16-18 and is hoping that Mr. D. Carson, Executive Assistant to the Mayor, will be able to attend.

The report of the Mayor was received.

7. PROPOSED MEETING WITH THREE LOCAL MEMBERS OF THE FEDERAL
GOVERNMENT TO DISCUSS THE COMPOSITION OF THE HAMILTON
HARBOUR COMMISSION

With respect to the invitation which has been extended to the three local MPs to meet with the Finance and Administration Committee to discuss the composition of the Hamilton Harbour Commission, Alderman Jackson reported that Mr. Geoff Scott, MP, has indicated a willingness to co-ordinate arrangements for the proposed meeting.

Alderman Copps suggested that the Committee should prepare a list of questions for the MPs so that they will be aware of the subjects the Committee wish to discuss.

8. IN-CAMERA AGENDA

The Committee retired in-camera to discuss personnel issues with the Commissioner of Human Resources.

The meeting then adjourned.

Taken as read and approved,

ALDERMAN B. HINKLEY, CHAIRMAN
FINANCE & ADMINISTRATION COMMITTEE

John Thompson, Secretary
Finance and Administration

B.

CITY OF HAMILTON
- RECOMMENDATION -

FEB 21 1991

DATE: 1991 February 20

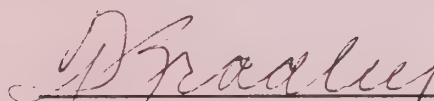
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. T. Bradley
Manager of Purchasing

SUBJECT: REPLACEMENT OF THREE (3) 26,500 GVW
TRUCKS WITH FORESTRY CHIPPER BODIES,
UNITS #9206/7/11, FLEET SERVICES

RECOMMENDATION:

That a purchase order be issued to Carter G.M. Trucks, Hamilton, in the amount of \$173 469.45, being the lowest of seven (7) tenders received for the replacement of three (3) 26,500 GVW Trucks with Forestry Chipper Bodies, Units #9206/7/11 for Fleet Services, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender and that this expenditure be financed from Reserve for Replacement of Mobile Equipment Account No. CH5X503 00101.


T. Bradley, Manager of Purchasing

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:
N/A

BACKGROUND: Tender Analysis

Carter G.M. Trucks, Hamilton	\$173 469.45
Altruck Transportation, Hamilton	177 864.75
Eastgate Ford, Hamilton	180 279.75
King Equipment, Cambridge	185 362.20
Altruck Transportation, Hamilton	192 285.75
Eastgate Ford, Hamilton	194 873.25
Hamilton Mack, Burlington	212 449.26

Units being replaced will be disposed of at a future auction.

C(i)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 18

REPORT TO: Mr. J. Thompson, Secretary
Finance & Administration Committee

FROM: K. E. Avery
City Clerk

SUBJECT: Municipal Law Enforcement Officers

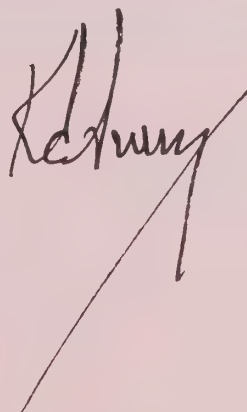
RECOMMENDATION:

That a by-law to amend By-laws 80-263, 84-26 and By-law 86-278 appointing the following as Municipal Law Enforcement Officers be approved:

James Stephenson
Douglas Rose
Ronald Day

Catherine Good
Dean Barrow
Donald Boyter

Patricia Bush
Steven Dembe
Robert Morley

A handwritten signature in dark ink, appearing to be 'K. E. Avery', is written over the signature line. The signature is stylized and slanted.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

BACKGROUND:

The purpose of this By-law is to confirm the Municipal Law Enforcement Officers of the Licence Division, City Clerk's Office and to consolidate a number of By-laws which had previously appointed them. One individual no longer employed in the Division has also been deleted.

C(ii)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 20 1991

DATE: 1991 February 19

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Keep Hamilton Clean - Use of City Hall Foyer

RECOMMENDATION:

1. That the Keep Hamilton Clean Committee be granted permission to use the second floor foyer, east end on 1991 May 2 and 3 for a display and tables from which to hand out garbage bags to participants in the 1991 PITCH-IN Week.
2. That the Keep Hamilton Clean Committee be granted permission to use the second floor foyer, east end from 1991 May 2 - 12 to maintain a static display related to the Keep Hamilton Clean Committee and PITCH-IN Week.
3. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office
Mr. D. Heintz, Secretary, Keep Hamilton Clean Committee
Public Works Department
Mr. R. Swan, Manager, Property Maintenance Division
Mrs. R. Morrison, City Clerk's Office
Information Desk
File

C(iii)

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 February 20

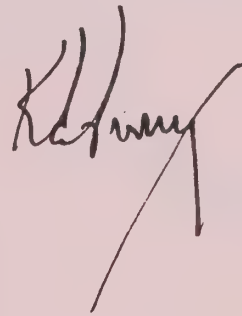
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Election 1991

RECOMMENDATION:

1. That the City Clerk be authorized to allocate space in the City Hall lobbies and forecourt for election coverage by the media in connection with the 1991 municipal election.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

File

C(iv)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 20 1991

DATE: 1991 February 20

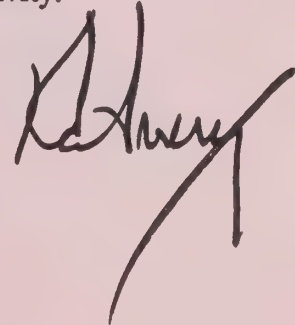
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Senior Citizen Council for the City of Hamilton -
Elections

RECOMMENDATION:

1. That permission be granted to the Culture and Recreation Department to use the first floor foyer at City Hall on Tuesday, 1991 April 30 from 12:00 noon to 3:30 p.m. and Wednesday, May 1 from 9:30 a.m. until 1:00 p.m. for the purpose of receiving advanced nomination forms for the Senior Citizens' Council Election.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Information Desk

File

C(v)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 27 1991

DATE: 1991 February 26

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

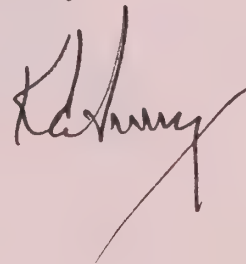
FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Spicer Commission - Use of City Hall Meeting Rooms

RECOMMENDATION:

1. That the request of Lewis Brown Scarfone Hawkins for the use of City Hall meeting rooms for the Spicer Commission Citizens' Forum on the following dates be granted:

1991 Wednesday, March 13, 20 and 27 - Room 219 from 7:30 - 10:00 p.m.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Information Desk

File

C(vi)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 27 1991

DATE: 1991 February 26

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Use of Council Chamber - Hamilton Sports Council

RECOMMENDATION:

1. That permission be granted to the Hamilton Sports Council to use the Council Chamber on 1991 March 27, May 29 and September 25 from 7:00 - 11:00 p.m. for Sports Council meetings.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

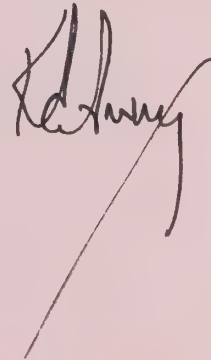
Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Mr. G. Maychak
Culture and Recreation Department

Information Desk

File

A handwritten signature in dark ink, appearing to be 'K. E. Avery', is written over a diagonal line that extends from the signature area down towards the bottom right of the page.

C(vii)

CITY OF HAMILTON
- RECOMMENDATION -

FEB 27 1991

DATE: 1991 February 26

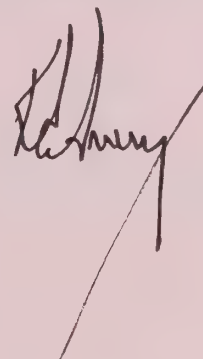
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Flying of the Canadian Ski Patrol System Flag

RECOMMENDATION:

1. That the request of the Canadian Ski Patrol System, Western Zone, to fly the Canadian Ski Patrol System flag at City Hall from 1991 April 14 to 22 be approved.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

A handwritten signature in dark ink, appearing to be 'K. E. Avery', is written over the 'FINANCIAL/STAFFING/LEGAL IMPLICATIONS' section.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

CITY OF HAMILTON
- RECOMMENDATION -

MAR 01 1991

DATE: 1991 February 28

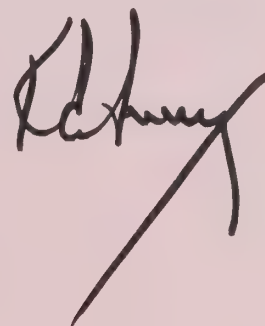
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Senior Citizen's Carousel

RECOMMENDATION:

1. That the request of the Director of Culture and Recreation for the use of the second floor foyer on 1991 June 17, 18 and 19 for a display of senior's paintings be granted.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

BACKGROUND:

For the information of members of the Finance and Administration Committee, the City of Hamilton, through the Department of Culture and Recreation will be sponsoring a Senior Citizen's Carousel of Activities between 1991 June 10 and 22.

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Information Desk

File

C(ix)

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

TO: Mr. J. Thompson, Secretary,
Finance and Administration Committee


FROM: Mr. K. E. Avery
City Clerk

OUR FILE:
PHONE: 546-4587

SUBJECT: BELL CANADA -
PROPOSED CHANGE IN THE
416 AREA CODE

DATE: 1991 February 27

Attached please find a copy of a letter from Bell Canada dated February 7, 1991 respecting a proposed change in the 416 area code for the City of Hamilton which City Council at its meeting held February 26, 1991 referred to the Finance and Administration Committee.


K. E. Avery

att.

~~xxxxxx~~ Bell Canada

~~cc. City~~ Clerk for Council Members from Mayor Morrow, Feb. 22nd, 1991

FEB 20 1991

February 7, 1991

Bel

Mayor Bob Morrow
City of Hamilton
71 Main W.
Hamilton, Ontario
L8P 1H4

Dear Mayor Morrow:

During the coming months you will be hearing a great deal about an important change in telecommunications in the 416 area known by many as the Golden Horseshoe.

Continuing growth in this region, which stretches from Colborne in the East all the way around Lake Ontario to Fort Erie, has placed Bell Canada in a position where we are running out of telephone numbers to assign new or relocating customers.

You will probably remember that about a year ago we took steps to alleviate the problem by assigning new long distance telephone numbers starting with three digit combinations like 612 and 605, and asking our customers within the 416 area code to begin dialing 1+416 or 0+416 for all long distance calls within the area code. That measure provided us with tens of thousands of new telephone numbers, but by the end of 1993 the supply will be exhausted.

In order to provide numbers for our customers in the years to come we will introduce a brand new area code late in 1993. At that time Metropolitan Toronto will retain the 416 area code, and the rest of what is now 416 will be assigned the new code. This move will mean absolutely no change in toll-free calling areas.

In some cases, however, new dialing procedures will be required, and to make the transition as smooth as possible we will begin to let our customers know about the planned change late this March. That will allow them more than two-and-a-half years to plan stationery changes, equipment modifications, notifications to customers and any other changes that are required. And of course we will work very closely with them to ensure that all their needs are met.

Page 2

I will be in touch as soon as the new area code and effective date are available. In the meantime, please feel free to contact me at Hamilton 416-526-5100 if you require any further information.

Yours truly,

A handwritten signature in cursive script, reading "R. L. Griffin". The signature is written in dark ink and is positioned above the typed name.

(Mrs.) R. L. Griffin
Area Manager

D.

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

TO: J.D. Thompson, Secretary
Finance and Administration
Committee

FROM: Mrs. S. Glover, Secretary
Taxi Advisory Committee

PHONE: 546-3993

SUBJECT: Structure and Composition of
The Taxi Advisory Committee

DATE: 1991 February 14

Please be advised that the Taxi Advisory Committee at their meeting of 1991 February 12th considered the suggestion of the Finance and Administration Committee that their terms of reference be changed by the addition of two Class "C" Livery Service Drivers and agreed as follows:

"That the present structure and composition of the Taxi Advisory Committee not be changed."

Stella Glover

- cc - Alderman D. Drury, Chairman Taxi Advisory Committee
- Mr. S. J. Dembe, Manager Licence Division
- File

E.

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 February 27

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. John Johnston
Commissioner of Human Resources

SUBJECT: Appointments To and Terminations from Permanent
Positions with the Corporation of the City of
Hamilton. (C-007-091)

RECOMMENDATION:

That the attached listing of Appointments To and Terminations From Permanent positions with the Corporation to February 26, 1991 be approved.

for John Johnston

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

n/a

BACKGROUND:

Attached.

THE CORPORATION OF THE CITY OF HAMILTON

APPOINTMENTS TO PERMANENT POSITIONS

<u>NAME</u>	<u>CLASSIFICATION</u>	<u>DEPARTMENT</u>	<u>REASON HIRED</u>	<u>SALARY SCHEDULE</u>	<u>EFFECTIVE DATE</u>
Mr. John Di Marino	Clerk-Title Searcher (A-5)	Law	Replacing Ms. Mara Rennie - deceased	\$25,519.52 to \$29,974.36	04/02/91
Mr. Lorne Leblanc	Caretaker (B-2)	Property	Returning to former position	\$23,356.84 to \$25,195.56	28/02/91
Mr. Michael Trink	Legislative Technologist (A-12)	Traffic	Replacing Mr. G. Kirchknopf - promoted	\$34,223.80 to \$40,150.24	04/02/91
Mr. Paul Villeneuve	Lieutenant (C-7)	Fire	Replacing Mr. W. Romachyk - retired	\$51,063.31	17/02/91
Mr. Scott Weaver	Foreman II (12-C)	Public Works	Replacing Ms. P. Ulbinas - promoted	\$34,232.64 to \$40,881.36	18/02/91

THE CORPORATION OF THE CITY OF HAMILTON

TERMINATIONS FROM PERMANENT POSITIONS

<u>NAME</u>	<u>CLASSIFICATION</u>	<u>DEPARTMENT</u>	<u>REASON</u>	<u>LENGTH OF SERVICE</u>	<u>EFFECTIVE DATE</u>
Mr. John Diambrose	Truck Driver	Public Works	Retired	22 years, 7 months	15/02/91
Ms. Betty Drury	Usher/Usherett Supervisor	Copps Coliseum	Resigned	5 years, 2 months	27/01/91
Mr. Walter Hutchings	Driver	Treasury	Retired	30 years, 11 months	28/02/91
Mr. Max Major	Garbageman/Woman	Public Works	Resigned	25 years, 9 months	18/02/91

F.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 26

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: 1. Sale of Property at 1781 King Street East to
Municipal Non-Profit (Hamilton) Housing
Corporation
2. Authority to Enter property at 1781 King Street East

RECOMMENDATION:

- a) That an Offer to Purchase executed by Mark Mascarenhas, General Manager of Municipal Non-Profit (Hamilton) Housing Corporation on February 18, 1991 and scheduled for closing on April 22, 1991, for the purchase of the property at 1781 King Street East be approved and completed. Subject property is described as part of Lot 2, Concession 3, formerly in Barton Township, now in the City of Hamilton, shown as Parts 1 and 2 on Plan 62R-1652, having a frontage along the northerly limit of King Street East of 175.72 feet (53.56 metres) by a depth of 127.62 feet (38.9 metres) more or less.

The purchase price of \$185,500.00, subject to adjustments in accordance with the actual closing date, is to be credited to Account Number CH 4X501 00102 (Sale of Land - Property Purchases).

- b) That an Authority to Enter executed by Mark Mascarenhas, General Manager of Municipal Non-Profit (Hamilton) Housing Corporation on February 18, 1991 allowing the Municipal Non-Profit (Hamilton) Housing Corporation to enter the property at 1781 King Street East prior to the closing date to commence preliminary work for the construction of an apartment building, be approved and completed.


D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The purchase price of \$185,500.00, subject to adjustments in accordance with the actual closing date, is to be credited to Account Number CH 4X501 00102 (Sale of Land -Property Purchases).

BACKGROUND:

The City of Hamilton purchased subject property from the Board of Education on behalf of the Municipal Non-Profit (Hamilton) Housing Corporation on January 5, 1989, in accordance with established policy. The purchase price of \$185,500.00 comprises \$142,875.00 (original purchase price) plus interest at a rate of 12.75% for the period January 5, 1989 to April 22, 1991. The final amount will be adjusted in accordance with the closing date of the transaction.

c.c. Alderman G. Copps, Alderman, Ward 4
Alderman D. Wilson, Alderman, Ward 4
Mr. M. Mascarenhas, General Manager, Municipal Non-Profit (Hamilton)
Housing Corporation
Mrs. P. Noé Johnson, City Solicitor
Mr. E. C. Matthews, Treasurer
Ms. L. MacNeil, Property Clerk, Surveys

(50.20.38 - 4509)



<table border="1"> <tr> <td>34</td> <td>66</td> <td>106</td> </tr> <tr> <td>36</td> <td>9</td> <td>62</td> </tr> <tr> <td>122</td> <td>117</td> <td>117</td> </tr> </table> <p>This is not a Legal Document For Zoning Verification Purposes Contact City Building Department.</p> <p>Neighbourhood Boundary Zoning Boundary.</p> <p>Prepared for The City of Hamilton by the Planning and Development Department of The Regional Municipality of Hamilton-Wentworth</p>	34	66	106	36	9	62	122	117	117	<p>CITY OF HAMILTON</p> <p>BARTONVILLE</p> <p>ZONING</p> <p>0 50m SCALE</p> <p>Revised Sheet No. 6504</p> <p>JUNE 1990</p>
34	66	106								
36	9	62								
122	117	117								

OFFER TO PURCHASE

I/We **Municipal Non-Profit (Hamilton) Housing Corporation**
c/o Kingsmill, Ross, McBride of the City of Hamilton
1 King Street West, P.O. Box 907
Hamilton, Ontario, L8N 3P6

in the Regional Municipality of Hamilton-Wentworth hereinafter called the Purchaser,
hereby agree to and with THE CORPORATION OF THE CITY OF HAMILTON,

hereinafter called the Vendor,

to purchase all and singular that certain parcel or tract of land and premises situate in the City of Hamilton in the Regional Municipality of Hamilton-Wentworth and being composed of part of Lot 2, Concession 3, formerly in Barton Township, now in the City of Hamilton, having a frontage along the northerly limit of King Street East of 175.72 feet (53.56 metres), by a depth of 127.62 feet (38.9 metres) more or less, bearing municipal number 1781 King Street East. The subject parcel is shown as Parts 1 and 2 on Plan 62R-1652.

at the price of One Hundred and Eighty Five Thousand Five Hundred-----
DOLLARS (\$185,500) of lawful money of Canada, payable as follows:-

- (a) The balance of the purchase price namely One Hundred and Eighty Five Thousand Five Hundred-----DOLLARS (\$185,500.) with interest as hereinafter provided, and subject to adjustments, by certified cheque on the closing of this transaction.

Provided that this Offer to Purchase is subject to the following conditions:-

1. This Offer shall be irrevocable by the Purchaser and may be accepted by the Vendor up to but not after the ~~10th~~ ^{22ND} day of ~~February~~ ^{APRIL} 1991, by a letter mailed or delivered to the Purchaser at the above address.
2. In the event that this Offer is not accepted, this Offer and everything herein contained shall be null and void and no longer binding upon any of the parties hereto and the deposit shall be returned by the Vendor without interest and the Vendor shall not be liable for any damages or costs.
3. In the event of and upon the acceptance of this Offer, this Offer and the letter of acceptance shall be a binding contract of purchase and sale and shall be completed in accordance with the terms hereof.
4. The title is good and free from all encumbrance, except as to any registered restrictions or covenants.
5. The Purchaser is not to call for the production of any title deeds, abstract or evidence of title except such as are in the possession of the Vendor.
6. The Purchaser is to be allowed thirty days from the date of acceptance of such Offer to examine the title at his own expense. If within that time any valid objection to title is made in writing to the Vendor, or its Solicitor, which the Vendor shall be unable or unwilling to remove and which the Purchaser will not waive, the contract arising out of the acceptance of this Offer shall, notwithstanding any intermediate acts or negotiations in respect of such objections, be null and void and all monies shall be returned by the Vendor without interest and it shall not be liable for any damages or costs. Save as to any valid objection so made within such time the Purchaser shall be conclusively deemed to have accepted the title of the Vendor to the real property.
7. This transaction shall be closed on or before the ~~20th~~ ^{22ND} day of ~~March~~ ^{APRIL} 1991.

8. On the closing of this transaction, the Vendor will convey the said lands to the Purchaser by a good and sufficient deed thereof in fee simple, free and clear of dower rights and all encumbrances, except as to any registered restrictions or covenants, and shall deliver vacant possession of the said lands to the Purchaser free of all tenancies.
9. The Purchaser shall assume taxes, local improvements, water and sewer rates from the date set out in paragraph 7 hereof.
10. Pending completion of this transaction, the Vendor will hold all fire insurance policies and the proceeds thereof in trust for the parties hereto as their interests may appear and in the event of damage to the said premises the Purchaser may either take the proceeds of the insurance, if any, and complete the purchase or may cancel this Offer whether accepted or not and have all monies theretofore paid returned without interest.
11. The deed or transfer is to be prepared at the expense of the Vendor. If the Vendor is a Trustee the deed or transfer is to contain trustee covenants only.
12. This agreement and its acceptance is to be read with all changes of gender or number required by the context.
13. In the event of failure of the Purchaser to complete this transaction by the date set out in paragraph 7 hereof, the deposit shall be forfeited to the Vendor as liquidated damages, in addition to any other right or remedy to which the Vendor may be entitled hereunder.
14. Any tender of documents or money may be made upon the parties hereto or their solicitors or agents and shall be either by cash or certified cheque or in the case of payment by the City, by means of the City's uncertified cheque.
15. It is understood and agreed that if the said land is within a redevelopment area, the closing of this transaction is conditional upon the approval of the Minister of Municipal Affairs and Housing under The Planning Act. It is also understood and agreed that if the said land is within an urban renewal area, the closing of this transaction is conditional upon the approval of Canada Mortgage and Housing Corporation.

Time shall be of the essence of this Agreement, which shall enure to the benefit of and be binding upon the Purchaser, his heirs, executors, administrators, successors and assigns, and shall enure to the benefit of and be binding upon the Vendor, its successors and assigns.

DATED at Hamilton this 18th day of February 1991.

SIGNED, SEALED AND DELIVERED)

in the presence of

M. J. Macdonald General Manager (Seal)
)
) _____ (Seal)
)
)
) _____ (Seal)

Name of Purchaser's Solicitor

Mr. Paul Paradis, Kingsmill, Rose,

Address of Purchaser's Solicitor

1 King St. W., P.O. Box 907
Ham.

5/5/88

L8N 3P6

AUTHORITY TO ENTER

TO: THE CORPORATION OF THE CITY OF HAMILTON

WHEREAS MUNICIPAL NON-PROFIT (HAMILTON) HOUSING CORPORATION

(hereinafter referred to as the "Purchaser") has agreed to purchase from The Corporation of the City of Hamilton land described in Schedule "A" attached hereto (hereinafter the land and the improvements thereon, if any, referred to as "subject land") pursuant to an Agreement of Purchase and Sale (hereinafter referred to as the "purchase")

AND WHEREAS the Purchaser desires to enter upon the subject land prior to the closing of the purchase;

NOW THEREFORE, this Agreement witnesseth, in consideration of the City's permission to the Purchaser to enter upon the subject land, as of March 5, 1991, the Purchaser agrees and covenants to the City, for itself, its successors, assigns, or heirs, as the case may be:

1. that it will not enter upon the subject lands until City Council has approved this Authority to Enter (approval granted on _____, in adopting Item _____ of the Report of the Committee);
2. that it will not enter upon the subject land except for the purpose of preliminary work for the construction of an apartment building on the subject land (hereinafter called the "works");
3. that it will assume all costs and expenses resulting from the carrying on of the works;
4. that it will assume all risks resulting from the carrying on of the works and the entry upon the subject land by the Purchaser;
5. that it will at all times indemnify and save harmless the City from and against all actions, causes of action, interests, claims, demands, costs, damages, expenses or loss which the City may bear, suffer or be put to as a result of the privilege herein allowed (including, without limiting the generality of the foregoing, construction lien claims or claims arising by reason of any damage to property or injury or death to persons);
6. that notwithstanding this Authority to Enter, and the carrying on of the works, the purchase referred to above shall be completed and the consideration paid in the same manner and to the same extent as if the City had not given this Authority to Enter to the Purchaser on the subject land and as if the Purchaser had not carried on the works;
7. that the Purchaser has not assigned its Agreement of Purchase and Sale with the City;
8. that in the event that the purchase is not completed by the date set out in the Agreement of Purchase and Sale, or any extension thereof, this Authority to Enter shall immediately terminate, and the Purchaser shall not further enter upon the subject land, and the City shall not be liable to pay or to compensate the Purchaser for costs of any improvements, additions, alterations, services or structures on, in or under the subject land;

9. that the Purchaser shall provide a certified copy of a Comprehensive Public Liability Insurance Policy, in a form and with an insurance company satisfactory to the City, in an amount not less than \$2,000,000.00 under which the Purchaser and the City are named insured and a cross-liability provision is included;
10. that the Purchaser acknowledges that it is its responsibility to obtain all necessary approvals prior to entering the subject land, including municipal, provincial, federal or other governmental approvals and, including, without limiting the generality of the foregoing, contacting BU DIG, telephone 527-7977.

DATED at Hamilton this 18th day of February
1991

Signed, Sealed and Delivered)
in the Presence of:

) Municipal Non Profit (Hamilton) Housing Corporation
(Name of Purchaser)

 General Manager
Title, or position of officer or name
of Purchaser

Title, or position of officer or name
of Purchaser

01/30/90

62B1

7. THE SURVEYOR'S PLAN FOR THE REGISTRY DIVISION OF HAMILTON.

THIS PLAN IS NOT A PLAN OF SUBDIVISION WITHIN THE MEANING OF SECTION 29, 32, OR 33, OF THE PLANNING ACT.

DATED: FEBRUARY 5, 1974.
J. D. Peters
J. DAVID PETERS OLS.

CAUTION.

THIS PLAN IS NOT A PLAN OF SUBDIVISION WITHIN THE MEANING OF SECTION 29, 32, OR 33, OF THE PLANNING ACT.

NOTES:

BEARINGS ARE ASSUMED ANTERIOR AND ARE REFERRED TO THE WESTERN LIGHT OF THE PLAN. BEARINGS ON A COURSE OF N 89° 31' E AS SHOWN ON THE PLAN. BEARINGS ARE ASSUMED ANTERIOR AND ARE REFERRED TO THE WESTERN LIGHT OF THE PLAN. BEARINGS ON A COURSE OF N 89° 31' E AS SHOWN ON THE PLAN. BEARINGS ARE ASSUMED ANTERIOR AND ARE REFERRED TO THE WESTERN LIGHT OF THE PLAN. BEARINGS ON A COURSE OF N 89° 31' E AS SHOWN ON THE PLAN.

SURVEYOR'S CERTIFICATE

I HEREBY CERTIFY THAT:
1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEY ACT AND THE REGISTRY ACT AND THE REGULATION MADE THEREUNDER.
2. THE SURVEY WAS COMPLETED ON THE 29th DAY OF JANUARY 1974.

HAMILTON ONTARIO
FEBRUARY 5, 1974.

J. D. Peters
J. DAVID PETERS
ONTARIO LAND SURVEYOR

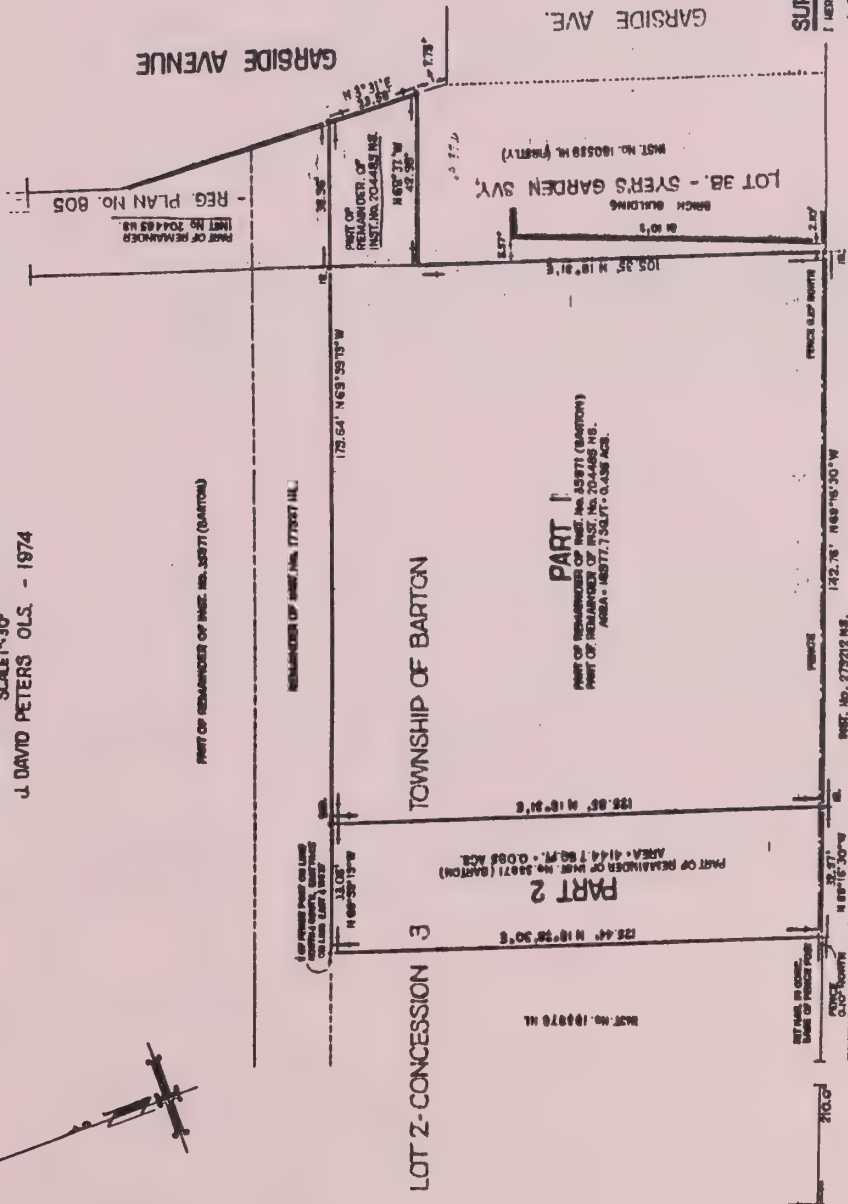
SCHEDULE "A"

KING STREET

KENILWORTH AVE.

SHOWING
PART OF LOT 2 - CONCESSION 3 - TOWNSHIP OF BARTON

CITY OF HAMILTON
IN THE REGIONAL MUNICIPALITY OF
HAMILTON-WENTWORTH
SCALE 1" = 30'
J. DAVID PETERS OLS. - 1974



G(i)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 28

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

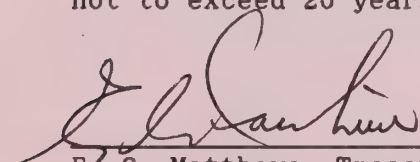
FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: FINANCING THE PROPOSED CONSTRUCTION OF AN
INDEPENDENT CONCRETE SIDEWALK ON THE EAST SIDE OF
CENTENNIAL PARKWAY BETWEEN THE CITY OF
HAMILTON/CITY OF STONEY CREEK LIMITS AND VINEYARD
ROAD

RECOMMENDATION:

That the City Solicitor be authorized to make application to the Ontario Municipal Board for approval to construct an independent concrete sidewalk on the east side of Centennial Parkway between the City of Hamilton/City of Stoney Creek limits and Vineyard Road at an estimated gross cost of \$23,748 with city's share of \$8,472.00 to be Financed by 1991 Capital levy and the balance of \$15,276.00, being the owner's share, to be financed by the issuance of debenture for a period not to exceed 20 years.

It is further recommended that application be made to the Regional Municipality of Hamilton-Wentworth to issue debentures in the amount of \$15,276.00 for a term not to exceed 20 years for the above project.


E. C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation. This project is included in the 1991-1995 Capital Budget Program.

BACKGROUND:

This item will be considered by the Transport and Environment Committee on March 4, 1991.

c.c. Ms. T. Agnello, Secretary, Transport and Environment Committee
Mr. T. Gill, Acting Commissioner of Engineering
Ms. P. Noé Johnson, City Solicitor
Mr. G. W. Lawson, Treasurer and Commissioner of Finance

FOR ACTION

REPORT TO: T. AGNELLO, SECRETARY
TRANSPORT AND ENVIRONMENT COMMITTEE

FROM: E.M. GILL, P. ENG.
ACTING COMMISSIONER OF ENGINEERING

DATE: February 21, 1991
COMM FILE:
DEPT FILE: 803-94

SUBJECT:

Proposed Construction of an Independent Concrete Sidewalk on the East Side of Centennial Parkway between the City of Hamilton/City of Stoney Creek Limits and Vineyard Road

RECOMMENDATION:

- a) That the Transport and Environment Committee recommend to City Council that the construction of an independent concrete sidewalk on the east side of Centennial Parkway between the City of Hamilton/City of Stoney Creek limits and Vineyard Road be proceeded with as a local improvement pursuant to Section 12 of the Local Improvement Act, at an estimated gross cost of \$23,748.00 as provided for in the 1991 portion of the 1991-1995 Capital Budget, City's Share (\$8,472.00) and Owner's Share (\$15,276.00);
- b) That the Finance and Administration Committee be requested to recommend a source of funding for this Capital Project;
- c) That the Acting Commissioner of Engineering be authorized to construct these works on behalf of the City of Hamilton, once all the necessary approvals have been received; and,
- d) That the City Clerk and City Treasurer be directed to give the necessary notice of the Councils intention to undertake these works.



E.M. Gill, P.Eng.
Acting Commissioner of Engineering

FINANCIAL IMPLICATIONS:

The proposed works are to be rated in accordance with the normal practice. Provision has been made for these works in the 1991-1995 Capital Budget.

Cont'd

-Page 2-
February 4, 1991

Proposed Construction of an Independent Concrete Sidewalk on the East Side of Centennial Parkway between the City of Hamilton/City of Stoney Creek Limits and Vineyard Road

Cont'd

The estimated cost per metre of frontage for an independent concrete sidewalk is \$86.00. The abutting property owners will be charged this rate per metre or the actual cost, whichever is less.

BACKGROUND:

Sidewalks have not been constructed on the east side of Centennial Parkway between the City Limits north of Queenston Road and Vineyard Road. Commercial development on the east side of Centennial Parkway have occurred to the point where there is a need for pedestrian access. Sidewalks have been constructed on the west side within the above noted limits. The location of the proposed work is illustrated on the attached plan.

Ultimate road allowance is available throughout the study area with the exception of two properties totalling 52 metres. Within this 52 metre area a 5.2 metre boulevard will be provided to allow for future road widening, therefore land acquisition is not recommended at this time.

LR:ja
Attach.

cc: E.C. Matthews, City Treasury
cc: G. Lawson, Commissioner of Finance
cc: V.J. Abraham, Director of Local Planning
cc: K. Avery, Clerk, City of Hamilton
cc: D. Onishi, Director of Engineering Services
cc: P. Noe Johnson, City Solicitor
cc: I. Neville, City Engineer, City of Stoney Creek
cc: J. Pavelka, Director of Public Works
✓ cc: J. Thompson, Finance and Administration Committee

G(ii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 February 28


REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: FINANCING CITY'S SHARE OF PARADISE GATE ESTATES
SUBDIVISION

RECOMMENDATION:

That the City's share of services to be installed in Paradise Gate Estates in the gross amount of \$4,020 be financed from the Reserve for City's Share of Services through Unsubdivided Lands.


E. C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation. This project is included in the 1991-1995 Capital Budget Program.

BACKGROUND:

This item will be considered by the Transport and Environment Committee on March 4, 1991.

c.c. Ms. T. Agnello, Secretary, Transport and Environment Committee
Mr. T. Gill, Acting Commissioner of Engineering
Ms. P. Noé Johnson, City Solicitor

FOR ACTION

REPORT TO

T. AGNELLO, SECRETARY
TRANSPORT AND ENVIRONMENT COMMITTEE

FROM

E.M. GILL, P.ENG.
ACTING COMMISSIONER OF ENGINEERING

DATE: 1991 February 22

DEPT FILE: S716-34

COMM FILE:

SUBJECT

1991 Servicing Expenditures Related to Subdivisions

RECOMMENDATION

- (i) That the submitted schedules for the estimated costs of services in:
 - Paradise Gate Estates, Hamilton
 - City Share - \$4,020.00, Subdivider's Share \$661,807.00be adopted for inclusion in the Subdivision Agreement with the owners.
- (ii) That the Mayor and City Clerk be authorized and directed to execute the proposed Subdivision Agreements between the City and the respective owners.
- (iii) That the approval of the above clauses be subject to the condition that no work be commenced until the Final Survey Plan and Subdivision Agreement have been registered.
- (iv) That in the event the Subdivider wishes to proceed prior to the registration of the Final Survey Plan, he should be permitted to do so at his own risk, provided that he enters into a Standard Agreement for Pre-Servicing.
- (v) That the City's share of the cost of service for this development (\$4,020.00) be approved, and that the Finance and Administration Committee recommend the source of funding for projects.



E.M. Gill, P.Eng.
Acting Commissioner of Engineering

FINANCIAL IMPLICATIONS

Under present policies, the City of Hamilton shares the costs of installing services within subdivisions. Cost sharing for the development being approved (as shown on Schedule

Cont'd

-Page 2-
February 21, 1991

1991 Servicing Expenditures Related to Subdivisions

Cont'd

"A" attached) is in accordance with Standard City of Hamilton policies. The total estimated cost of City's share of services to be approved at this time is \$4,020.00.

The City's share of \$4,020.00 is associated with fencing adjacent to City Parklands and cannot be recovered in the future. The total estimated Subdivider's share of costs for services being installed in conjunction with this subdivision is \$661,807.00 as noted in Schedule "A".

BACKGROUND

On February 9, 1988, City Council recommend that a Subdivision Agreement be entered into between the City and the Owner of Paradise Gate Estates Subdivision.

Copies of the Engineer's estimates for the costs of services and copies of the Final Survey Plan, as prepared by the Consulting Engineers and Surveyors, have been submitted to the Region Engineering Department for approval.

For the Committee's information, we provide the following:

The development of these lands will result in the creation of 74 single family residential lots, and 1 block for institutional use. The City owns Parkland directly adjacent to the rear of lots 63 to 71 (inclusive) and block 75 of this subdivision, and the City will be sharing costs for fencing along the rear of these lots.

It is the intention of the owner (Gino Filice) to develop this subdivision in 2 phases, Phase I and Phase II. Phase I will include lots 14 to 36 (inclusive), lots 52 to 59 (inclusive) and block 78. Phase II will include lots 1 to 13 (inclusive), lots 37 to 51 (inclusive), lots 60 to 74 (inclusive) and blocks 75 and 77. Construction of Phase I will be completed within 8 months of registration of the Final Plan of Subdivision and Phase II construction will be completed within 20 months of registration of the Final Plan of Subdivision.

The lands of Paradise Gate Estates are located east of Upper Paradise Road and north of Rymal Road in the Falkirk East neighbourhood.

 MJL:ja

cc: J. Schatz, Secretary, Co-ordinating Committee FEB 25 1991
cc: E.C. Matthews, City Treasury Department
cc: P. Noe Johnson, City Law Department

1991 SUBDIVISION EXPENDITURE SUMMARY

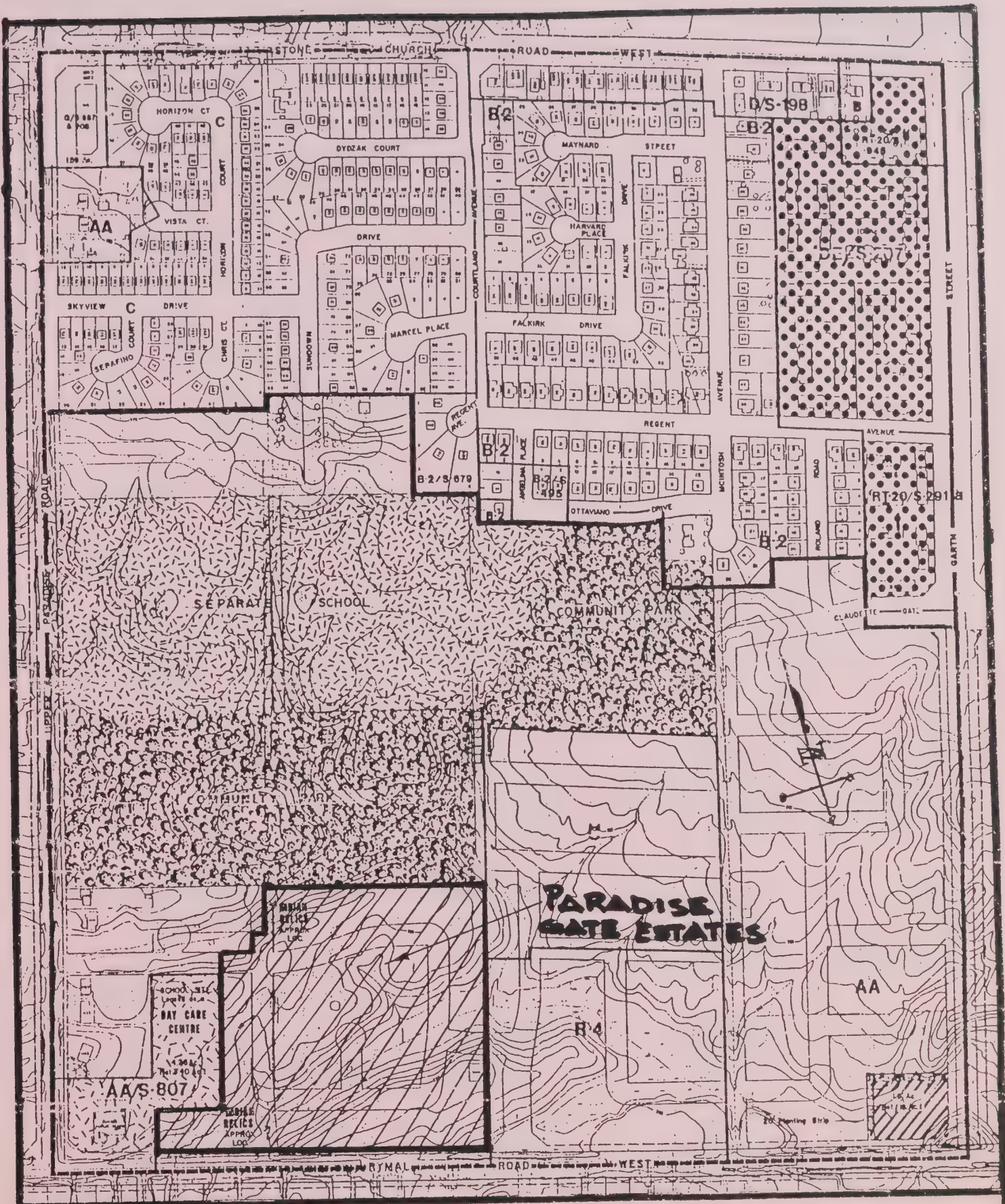
CITY'S SHARE
OF EXPENDITURES

Name of: SUBDIVISION DEVELOPER CONSULTANT SURVEYOR	# OF LOTS and LOCATION	SUBDIVISION AGREEMENT AUTHORIZATION	DESCRIPTION OF WORKS	0.3 METRE RESERVE COSTS	NON-RECOVERABLE & OVERSIZED COSTS	TOTAL CITY'S SHARE	TOTAL SUBDIVIDER'S SHARE	TOTAL SERVICING COSTS
PARADISE GATE ESTATES	74 Lots	Item 32	Catch Basins &					
GINO FILICE	Hamilton	P&D 3-88	Connections	\$0.00	\$0.00			
Odan Corporation		88-02-09	Curbs & Sidewalks	\$0.00	\$0.00			
J. David Peters, O.L.S.			Finished Roads	\$0.00	\$0.00			
(File No. S716-34)			Dead End Barricade	\$0.00	\$0.00			
			Street Lighting	\$0.00	\$0.00			
			Fencing	\$0.00	\$0.00			
				\$4,020.00	\$4,020.00	\$4,020.00	\$661,807.00	\$665,827.00
								\$726,017.00

TOTALS:

\$0.00 \$4,020.00 \$4,020.00 \$661,807.00 \$665,827.00
~~\$726,017.00~~

* OVERSIZING EXPENDITURES are Non-Recoverable
* 0.3 METRE RESERVE EXPENDITURES are Fully Recoverable



KEY PLAN

FALKIRK EAST

NTS

NEIGHBOURHOOD

G(iii)

CITY OF HAMILTON
— RECOMMENDATION —

FEB 22 1991

DATE: 1991 February 21

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: 1991 Applications for Roadway Subsidies

RECOMMENDATION:

That the Treasurer be authorized to make application to the Minister of Transportation for the City of Hamilton Normal and Supplementary Applications for subsidy under the Public Transportation and Highway Improvement Act and the Ontario Anti-Recession Program as announced based on 1991 estimated expenditures as follows:

	<u>Total Expenditure</u> (1)	<u>Eligible Expenditure</u> (2)	<u>Subsidy Dollars</u> (3)
<u>Normal Application</u>			
Maintenance	\$ 9,442,260	\$ 8,693,300	\$ 4,346,650
Construction	<u>7,353,600</u>	<u>4,976,500</u>	<u>2,488,250</u>
	<u>16,795,860</u>	<u>13,669,800</u>	<u>6,834,900</u>
<u>Supplementary Application</u>			
Construction	<u>6,609,860</u>	<u>4,492,580</u>	<u>2,246,290</u>
Total Normal and Supplementary	<u>\$23,405,720</u>	<u>\$18,162,380</u>	<u>\$ 9,081,190</u>
<u>Anti-Recession Program</u>			
Construction	<u>\$ 8,550,873</u>	<u>\$ 5,985,570</u>	<u>\$ 2,992,785</u>

Furthermore, that the Treasurer be authorized to petition the Minister for subsidy payments as necessary.

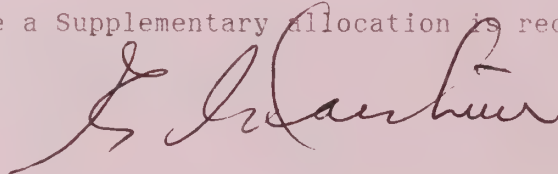
FINANCIAL IMPLICATIONS:

The Minister has provided a 1991 Normal allocation to the City of \$6,834,900 subsidy dollars for roadways expenditures. Unless the Supplementary or Anti-Recession applications are approved, roadway expenditures will only be incurred to the limit of the Normal allocation to avoid spending 100% dollars.

BACKGROUND:

As indicated in Column 3 above the estimated total roadway expenditures in the 1991 Current and Capital Budgets require a subsidy allocation of \$9,081,190 or \$2,246,290 in excess of the 1991 Normal allocation to reach a 50% subsidy base.

In order to reach a 50% subsidy rate a Supplementary allocation is required.

A handwritten signature in dark ink, appearing to read "E. J. Lachar", is written over the text of the previous paragraph.

PROGRAM OF PROPOSED EXPENDITURES FOR HIGHWAY IMPROVEMENTS
FOR THE YEAR 19__.

1. CONSTRUCTION	E S T I M A T E D		
	Total Expenditure	Subsidizable Expenditure	Subsidy
(A) Bridges and Culverts (i) Total From Reverse Side			
(B) Roads and Streets (ii) Total From Reverse Side	591,000	414,600	
(C) Resurfacing (Upper Tier and Large Lower Tier Only) (iii) From Reverse Side	6,281,520	4,236,330	
(D) Equipment and Housing (Rural Only) (iv) From Reverse Side			
SUB-TOTAL (A) TO (D)	6,872,520	4,650,930	
(E) Overhead (7% in Urban Municipalities*)	481,080	325,570	
(F) Towns & Villages only 30% of (A) Subsidizable Expenditure			
(1) TOTALS FOR CONSTRUCTION	7,353,600	4,976,500	2,488,250

NOTE: DETAILS OF THE CONSTRUCTION PROGRAM TO BE LISTED ON REVERSE SIDE

2. MAINTENANCE (FOR DEFINITIONS REFER TO FORM MR-A 113 AND MR-A 114).

(A) Bridges and Culverts	100,000	100,000	50,000
(B) Roadside	2,989,690	2,376,280	1,188,140
(C) Hardtop	2,702,990	2,692,110	1,346,055
(D) Loose Top	5,800	5,800	2,900
(E) Winter Control	1,832,020	1,789,850	894,925
(F) Safety Devices	826,170	825,170	412,585
(G) Miscellaneous	367,890	335,370	167,685
SUB-TOTAL (A) TO (G)	8,824,560	8,124,580	4,062,290
(H) Overhead (7% in Urban Municipalities*)	617,720	568,720	284,360
(J) County Contributions to Urban Improvement (Counties Only)			
(K) Towns & Villages - 30% of (A) Subsidizable Expenditure			
(2) TOTALS FOR MAINTENANCE	9,442,260	8,693,300	4,346,650
GRAND TOTALS (1) + (2)	16,795,860	13,669,800	6,834,900

I hereby certify that the above program of proposed expenditures has been adopted by
resolution of the Council of the Corporation of the _____ of _____

DATE: _____

CLERK OF THE MUNICIPALITY

* OVERHEAD - For rurals, the construction overhead 1 (E) is to be 7% of the estimated subsidizable construction expenditures for (A) Bridges & Culverts, (B) Roads and Streets and (C) County, Region and Large Lower Tier Resurfacing Program and the balance of actual overhead is then shown as maintenance overhead 2(H).

CORPORATION OF THE CITY OF HAMILTON

MEMORANDUM

Page 1

1991 ROADWAY SUBSIDY APPLICATION

		ESTIMATE	ELIGIBLE
<u>MAINTENANCE</u>			
A. BRIDGES AND CULVERTS			
52005	Bridge maintenance	<u>100,000</u>	<u>100,000</u>
B. ROADSIDE MAINTENANCE			
1. Grass Mowing and Weed Spraying			
60150	Manual weed cutting	181,250	181,250
60152	Mechanical weed/grass mowing	39,440	39,440
60154	Weed spraying	31,360	31,360
60420	Chemical weed control	8,670	8,670
60424	Maintenance - roadside lawn area	49,360	48,260
		<u>310,080</u>	<u>308,980</u>
2. Brushing, Tree Trimming and Removal			
60402	Tree planting - business areas	36,640	36,640
60408	Tree trimming	745,670	712,090
60410	Tree removal	139,100	139,100
60412	Stump removal	110,580	110,580
60414	Tree spraying	45,440	45,440
		<u>1,077,430</u>	<u>1,043,850</u>
3. Ditching			
60156	Machine ditching	<u>42,470</u>	<u>42,470</u>
4. Catchbasins			
60132	Combined sidewalk repairs (30%)	797,330	239,200
60158	Catchbasin repairs	118,910	112,410
60160	Mechanical cleaning	154,300	154,300
60162	Manual cleaning	75,420	75,420
60164	Catchbasin reconstruction	54,790	50,690
60134	Independent curb maintenance	23,110	23,110
60228	Winter catchbasin cleaning	116,410	116,410
55318	Catchbasin construction	21,000	21,000
55317	Mountable curbs	5,000	5,000
		<u>1,366,270</u>	<u>797,540</u>

	ESTIMATE	ELIGIBLE
5. Debris and Litter Pick-up		
60128 Litter containers	<u>193,440</u>	<u>183,440</u>
 B. TOTAL ROADSIDE MAINTENANCE	 <u>2,989,690</u>	 <u>2,376,280</u>
 C. HARDTOP MAINTENANCE		
1. Patching and Spray Patching		
60102 Pothole patching	287,080	287,080
60104 Crack sealing	198,150	198,150
60106 Base/surface repair	147,380	144,760
60114 Asphalt surface levelling	465,600	465,600
60146 Pavement sawing	50,690	50,690
60140 Asphalt boulevards	<u>3,180</u>	<u>3,180</u>
	<u>1,152,080</u>	<u>1,149,460</u>
2. Sweeping, Flushing, Cleaning		
60116 Mechanical street sweeping	526,050	526,050
60118 Manual street sweeping	118,670	118,670
60120 Street flushing	151,230	151,230
60124 Manual litter pick-up	354,080	354,080
60126 Leaf pick-up	112,900	112,900
60130 Sweepings pick-up	<u>79,640</u>	<u>71,380</u>
	<u>1,342,570</u>	<u>1,334,310</u>
3. Shoulder Maintenance, Grading, Patching		
60108 Surface treatment	<u>208,340</u>	<u>208,340</u>
 C. TOTAL HARDTOP MAINTENANCE	 <u>2,702,990</u>	 <u>2,692,110</u>
 D. LOOSETOP MAINTENANCE		
1. Patching/Washouts		
60110 Re-stone stone roads	3,770	3,770
3. Dust Layer		
60112 Surface dust control	<u>2,030</u>	<u>2,030</u>
 D. TOTAL LOOSETOP MAINTENANCE	 <u>5,800</u>	 <u>5,800</u>

	ESTIMATE	ELIGIBLE
E. WINTER CONTROL		
1. Snow Ploughing/Removal		
60202 Mechanical road plowing	317,060	317,060
60204 Plowing/spreading	44,000	44,000
60206 Manual snow clearing	183,720	183,720
60208 Snow removal	358,790	358,790
	<u>903,570</u>	<u>903,570</u>
2. Sanding/Salting		
60210 Mechanical sanding	252,690	252,690
60212 Manual sanding	57,560	57,560
60214 Mechanical salting	312,780	312,780
60226 General winter maintenance	59,180	59,180
	<u>682,210</u>	<u>682,210</u>
3. Snow Fence/Thawing		
60222 Snow fence	128,840	86,670
4. Winter Stand-by		
60224 Winter stand-by	54,400	54,400
60225 Winter start-up	63,000	63,000
	<u>117,400</u>	<u>117,400</u>
E. TOTAL WINTER CONTROL	<u>1,832,020</u>	<u>1,789,850</u>
F. SAFETY DEVICES		
60166 Fence/guiderail maintenance	29,290	28,290
52010 Railway crossings	202,300	202,300
52020 Studies	10,000	10,000
75220 Traffic signal maintenance	29,970	29,970
75310 Pavement markings	94,450	94,450
75420 Traffic signs	413,100	413,100
75510 Traffic counts/studies	37,060	37,060
75320 New signal modernization	10,000	10,000
F. TOTAL SAFETY DEVICES	<u>826,170</u>	<u>825,170</u>
G. MISCELLANEOUS		
60168 General roadway maintenance	334,930	302,410
60170 Road patrol/emergency	32,960	32,960
G. TOTAL MISCELLANEOUS	<u>367,890</u>	<u>335,370</u>
TOTAL MAINTENANCE	<u>8,824,560</u>	<u>8,124,580</u>
OVERHEAD	<u>617,720</u>	<u>568,720</u>
TOTAL MAINTENANCE AND OVERHEAD	<u>9,442,260</u>	<u>8,693,300</u>

G(iv)

CITY OF HAMILTON

— INFORMATION —

DATE: 1991 February 27

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: Challenge '91, Student Employment/Experience
Development Program (S. E. E. D.)

BACKGROUND:

The criteria, guidelines and applications for the Challenge '91, Student Employment/Experience Program (S. E. E.D.) are enclosed for your perusal. This information has also been distributed to the Management Team.

Under this Program the City will be responsible to pay for wages (\$7.80 per hour for labour/clerical positions and \$8.90 per hour for supervisory), materials, equipment and other costs. The Program contribution will be to wages only at the rate of \$4.25 per hour. In 1989, our contribution to approved projects was 42% of total cost. In 1990 three proposals were submitted, however no approvals were received.

One of the requirements of the Program is that the local union must concur with the proposal. In the past, C. U. P. E. Locals 5 and 167 have not concurred with the majority of our proposals.

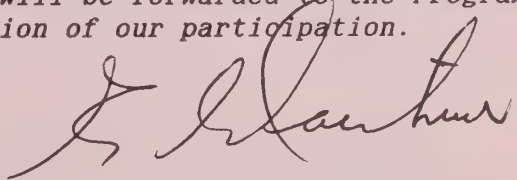
Funds have not been provided in the 1991 Current Estimates currently under consideration for Employment Incentive Programs, therefore any proposals must be financed from within the proposing departments 1991 Estimates.

The Program has advised that "the S. E. E. D. Budget is very limited."

In view of the limitations of both the City and Program budgets, the estimated cost-sharing arrangements of the Program and the difficulties in obtaining union concurrence, it is not intended to submit proposals for the Challenge '91 S. E. E. D. Program.

If any departmental proposals are received with funding arranged, the application for that proposal only will be forwarded to the Program and if approved to you for your consideration of our participation.

cc: Mr. L. Sage
Chief Administrative Officer





CJS
Project Based Unit
150 Main St. W., 5th. Floor
Hamilton, Ont. L8P 1H8
(416) 570-7200
Fax: (416) 572-2142

Sous-section des Projets
150 Rue Main Ouest 5 ième étage
Hamilton, (Ontario) L8P 1H8
416 (570-7200)
Fax: (416) 572-2142

Dear Employer:

The Challenge '91 Student Employment/Experience Development (S.E.E.D.) Program was recently announced.

This program is designed to provide students with career/study related work experience through the provision of a wage subsidy to employers.

PLEASE NOTE THE S.E.E.D. BUDGET IS VERY LIMITED. IT IS STRONGLY RECOMMENDED THAT YOU READ THE PROGRAM PRIORITIES AND SOCIAL PRIORITIES ON THE ONTARIO PROVINCIAL INSERT SHEET. ALL APPLICATIONS WILL BE CAREFULLY SCREENED AGAINST THESE PRIORITIES.

Your co-operation of the above considerations is appreciated.

Sincerely,

The Hamilton C.J.S. Projects Based Unit

City of Hamilton
Treasury

1991 Roadway Applications
Normal, Supplementary and Anti-Recession Programs

Priority Rating	Street	From	To	Estimated Cost	Eligible Cost	Normal Application	Supplementary Application	Anti-Recession Program
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
B-1 ROADS AND STREETS - CONSTRUCTION (PRIOR YEARS' CARRY-OVER)								
	Greenhill Avenue	Construct road, walks and curbs		233,800	140,280	140,280		
	Albright Road	Construct road, walks and curbs		26,780	16,070	16,070		
	Dartnall Road	Construct road		180,420	108,250	108,250		
	Catchbasin/Drain							
	Connectors	construct and reconstruct		150,000	150,000	150,000		
	Total B-1 Construction (Prior Years')			591,000	414,600	414,600		
B-1 ROADS AND STREETS - RECONSTRUCTION (PRIOR YEARS' CARRY-OVER)								
	1986 Program			136,900	95,830	95,830		
	1987 Program			616,900	431,830	431,830		
	1988 Program			269,500	188,650	188,650		
	1989 Program			1,146,900	802,830	802,830		
	1990 Program			1,752,880	1,226,880	1,226,880		
	Total - Reconstruction (Prior Years')			3,922,880	2,746,020	2,746,020		
5. SLURRY SEAL								
	1991 Slurry Seal Program-28 locations			95,000	95,000	95,000		95,000

City of Hamilton
Treasury

1991 Roadway Applications
Normal, Supplementary and Anti-Recession Programs

Priority Rating	Street	From	To	Estimated Cost	Eligible Cost	Normal Application	Supplementary Application	Anti- Recession Program
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
B-1 Roads and Streets - Reconstruction								
1.	East 21st Street	Queensdale	Fennell	281,420	196,990	196,990		196,990
2.	Sanatorium Road	Rice	Garth	1,004,130	702,890	702,890		702,890
3.	Ofield Road	Main	Raisay (east leg)	243,760	170,630	170,630		170,630
4.	Rosewood Road	Main	Queenston	152,430	106,700	106,700		106,700
5.	Ivon Avenue	Barton	Dunsinure	581,900	407,330	218,100	189,230	407,330
6.	Pleasant Avenue	Mountain	Denlow	165,920	116,140		116,140	116,140
7.	Croftwaite Avenue	Main	Monterey	483,910	338,740		338,740	338,740
8.	Lower Horning	Ofield	Harold	391,040	273,730		273,730	273,730
9.	Haddon Avenue	Main	Sterling	482,660	337,860		337,860	337,860
10.	Tuxedo Avenue	Main	Roxborough	291,940	204,360		204,360	204,360
11.	Balmoral Avenue	Main	King	87,070	60,950		60,950	60,950
12.	Northhurst Avenue	Britannia	Dunsinure	328,350	229,850		229,850	229,850
13.	Westcliffe Avenue	Pleasant	Garth	104,090	72,860		72,860	72,860
14.	Westminster Street	Denlow	Mountain Cr.	163,100	114,170		114,170	114,170
15.	Mountain Crest	Garth	West Limit	128,890	90,220		90,220	90,220
16.	Nagolia Drive	McNak	Appleford	399,980	279,990		279,990	279,990
17.	Lesterwood Street	Larkhurst	Ling	129,270	90,450		90,450	90,450
18.	Queen Victoria Drive	Quaker (north leg)	Quaker (south leg)	817,980	572,590		572,590	572,590
19.	Upper Kenilworth	Broder	McNak	828,410	579,890		579,890	579,890
20.	Maclean Avenue	Upper Wentworth	East 23rd	97,260	68,080		68,080	68,080
Total B-1 Roads and Streets - Reconstruction				7,163,510	5,014,420	1,395,310	3,619,110	5,014,420

City of Hamilton
Treasury

1991 Roadway Applications
Normal, Supplementary and Anti-Recession Programs

Priority Rating	Street	From	To	Estimated Cost	Eligible Cost	Normal Application	Supplementary Application	Anti- Recession Program
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
B-2 SUPPLEMENTARY RECONSTRUCTION								
21.	Binkley Road		Sanders	102,220	71,550		71,550	71,550
22.	Ashland Avenue		Tenth	169,340	118,540		118,540	118,540
23.	Rodgers Road		King	245,100	171,570		171,570	171,570
24.	Barnesdale Avenue		Dunsmuir	218,210	152,750		152,750	152,750
25.	Stirton Street		Wilson	93,090	65,160		65,160	65,160
Total B-2 Supplementary Reconstruction				827,960	579,570		579,570	579,570
Total Roads and Streets - Construction and Reconstruction				12,600,350	8,849,610	4,650,930	4,198,680	5,593,990
Overhead				882,030	619,470	325,570	293,900	391,580
Total Roads and Streets - Construction, Reconstruction and Overhead				13,482,380	9,469,080	4,976,500	4,492,580	5,985,570

February 21, 1990
RDJ/



THE PUBLIC TRANSPORTATION AND HIGHWAY IMPROVEMENT ACT
REQUEST FOR SUPPLEMENTARY ALLOCATION OF SUBSIDY MONIES
FOR THE YEAR 1991

Pursuant to The Public Transportation and Highway Improvement Act, the
Council

of the CITY of HAMILTON

hereby requests a supplementary allocation of subsidy monies for work on
roads and bridges under its jurisdiction to support estimated expenditures
of: \$4,492,580 in accordance with The Public Transportation
and Highway Improvement Act. A detailed estimate of proposed
expenditures is attached showing how such allocation is proposed to be
spent.

This request for supplementary allocation of subsidy monies has been
authorized by Resolution of the

CITY Council of HAMILTON

under date of MARCH 12, 1991

(SEAL)

(MAYOR OR REEVE)

R. A. Morrow

(CLERK)

K. E. Avery

NOTE: Any allocation of subsidy monies made pursuant to this request in
support of part or all of these proposed expenditures will be
calculated according to the Ministry's cost sharing formulae.

MR-A-15 85-04



THE PUBLIC TRANSPORTATION AND HIGHWAY IMPROVEMENT ACT
REQUEST FOR SUPPLEMENTARY ALLOCATION OF SUBSIDY MONIES
FOR THE YEAR 19⁹¹

ANTI-RECESSION PROGRAM

Pursuant to The Public Transportation and Highway Improvement Act, the
Council

of the CITY of HAMILTON

hereby requests a supplementary allocation of subsidy monies for work on
roads and bridges under its jurisdiction to support estimated expenditures
of: \$ 5,985,570 in accordance with The Public Transportation
and Highway Improvement Act. A detailed estimate of proposed
expenditures is attached showing how such allocation is proposed to be
spent.

This request for supplementary allocation of subsidy monies has been
authorized by Resolution of the

CITY Council of HAMILTON

under date of MARCH 12, 1991

(SEAL)

(MAYOR OR REEVE)

R. A. Morrow

(CLERK)

K. E. Avery

NOTE: Any allocation of subsidy monies made pursuant to this request in
support of part or all of these proposed expenditures will be
calculated according to the Ministry's cost sharing formulae.

**CHALLENGE — Summer Employment/
Experience Development (SEED)****PROGRAM GUIDE AND APPLICATION/
AGREEMENT INSTRUCTIONS**

Interested in Hiring a Student for the Summer?

Challenge is providing contributions to employers to create jobs for students.

Applications that propose to create employment opportunities for students that would not otherwise be available are eligible for consideration.

All applications to the Program will be assessed according to their potential to prepare a student or students for future labour market participation and the usefulness of the work proposed.

Employers are encouraged to submit applications which address the following areas:

- participation of student(s) at the secondary level of education;
- key areas of concern identified by youth, namely, drug and alcohol abuse, AIDS education, urban crime, the environment, and literacy;
- employment opportunities for the disabled, visible minorities, and native youth;
- employment opportunities consistent with local and or regional priorities.

Any contribution, however, is subject to the availability of funds.

If you can create a summer job for one student, or for several students, please complete an Application/Agreement form and send it to the office nearest you as indicated on the Provincial/Territorial Information Sheet. The deadline for applications, and other pertinent information, is also shown on this sheet.

Your Application/Agreement will be acknowledged as soon as it is received and it will be reviewed according to the Program Guidelines provided below and on the Information Sheet.

Program Guidelines**ELIGIBLE EMPLOYERS**

- Private businesses (including cooperatives with share capital), and non-profit organizations;
- Municipalities, Public Health and Educational Institutions (including School Boards);
- Native and Indian Band Councils.

EMPLOYEES ELIGIBLE TO BE PAID WITH PROGRAM FUNDS:

Students who:

- were registered full-time at an elementary, secondary, post-secondary or vocational school during the preceding academic year and whose intent is to return to school full-time the following academic year;
- are legally entitled to work in Canada, excluding refugee claimants awaiting determination of their status and persons on temporary work permits;
- have only one full-time summer job;
- are not members of the employer's immediate family. Important — see the Agreement Conditions for definition.

**DÉFI — Emploi d'été / Expérience
de travail (ÉÉET)****GUIDE DU PROGRAMME ET INSTRUCTIONS AU SUJET
DES DEMANDES/ACCORDS**

Cherchez-vous à embaucher un étudiant pendant l'été?

Défi est un programme de contributions dont peuvent bénéficier les employeurs afin de créer des emplois pour étudiants.

Ce sont les propositions concernant des possibilités d'emploi qui ne pourraient être offertes sans l'aide du programme qui seront prises en considération.

Toutes les propositions seront évaluées en fonction des possibilités qu'elles offrent de préparer les étudiants à leur future participation au marché du travail et de l'utilité de ce travail.

On incite les employeurs à soumettre des propositions qui:

- favorisent la participation des étudiants de niveau secondaire;
- touchent des domaines qui préoccupent les jeunes, par exemple: l'alcoolisme et la toxicomanie, la sensibilisation au problème du SIDA, la prévention du crime en milieu urbain, l'environnement et l'alphabétisation;
- offrent des possibilités d'emploi aux personnes handicapées, aux minorités visibles et aux jeunes autochtones;
- offrent des possibilités d'emploi qui correspondent aux priorités locales et régionales.

Toutefois, une contribution peut être accordée seulement dans la mesure où des fonds sont disponibles.

Si vous pouvez créer un emploi d'été pour un ou plusieurs étudiants, veuillez remplir un formulaire Demande-Accord et l'envoyer au bureau de la CEIC le plus proche, dont vous trouverez l'adresse sur la Fiche de renseignements ci-jointe concernant votre province ou votre territoire. Vous trouverez également, sur cette fiche, la date limite de présentation des demandes ainsi que d'autres renseignements pertinents.

Un accusé de réception vous sera adressé dès que votre Demande-Accord aura été reçue. Celle-ci sera examinée conformément aux grandes lignes énoncées ci-dessous ainsi que sur la Fiche de renseignements.

Grandes lignes du programme**EMPLOYEURS ADMISSIBLES**

- Les entreprises privées (y compris les coopératives avec capital-actions) et les organismes sans but lucratif;
- Les municipalités, les établissements de santé ou d'enseignement (y compris les conseils et les commissions scolaires);
- Les conseils de bande indienne et les conseils tribaux.

**EMPLOYÉS POUVANT ÊTRE RÉMUNÉRÉS À MÊME LES FONDS
DU PROGRAMME**

Les étudiants qui:

- étaient inscrits à plein temps dans une école élémentaire, une école secondaire, un établissement postsecondaire ou une école technique au cours de l'année scolaire précédente et qui ont l'intention de reprendre leurs études à plein temps au cours de l'année scolaire suivante;
- sont légalement autorisés à travailler au Canada à l'exclusion des revendicateurs du statut de réfugié dont le cas n'est pas réglé et des titulaires de permis de travail temporaire;
- n'ont qu'un seul emploi d'été à plein temps;
- ne sont pas des proches parents de l'employeur. Ce point est important. Veuillez consulter les conditions de l'accord pour la définition de "proches parents".

EMPLOYMENT OPPORTUNITIES ELIGIBLE FOR CONSIDERATION:

Jobs that would:

- provide a minimum of 30 hours of work per week but would not normally exceed 40 hours of work per week per employee and last between 6 and 18 consecutive weeks. Applications which propose to provide part-time employment for disabled students are also eligible;
- supply adequate training and be appropriately supervised;
- be in addition to the jobs in place and to the jobs which would ordinarily be provided for students or other employees by the employer without the contribution;
- not displace or replace existing employees, volunteers, employees on lay-off, employees absent due to labour-management dispute or employees on vacation;
- not be funded from any government sources other than the Challenge program and/or the employer;
- ensure that the student will be paid at least the provincial/territorial adult minimum wage rate per hour.
- not provide personal services to an employer (e.g. gardener, maid, chauffeur, baby-sitter, ...etc.).

START/FINISH DATES

- See the Provincial/Territorial Information sheet.

WAGE RATES

- See the Provincial/Territorial Information Sheet.

REFERRAL

- See the Provincial/Territorial Information Sheet.

LIMITATIONS ON FUNDING

- Normally \$100,000 per employer per province/territory.

GENRE D'EMPLOIS POUVANT ÊTRE FINANCÉS

- Emplois d'un minimum de 30 heures par semaine et ne dépassant normalement pas 40 heures par semaine et par employé, d'une durée de 6 à 18 semaines consécutives; les propositions d'emplois à temps partiel pour des étudiants handicapés sont également admissibles;
- Emplois pour lesquels une formation et une supervision adéquates sont prévues;
- Emplois s'ajoutant aux emplois existants et à ceux que l'employeur pourrait normalement offrir aux étudiants ou à d'autres employés sans la contribution;
- Emplois qui n'entraînent pas le déplacement ou le remplacement d'employés en fonction, de bénévoles, d'employés licenciés, en congé ou absents par suite d'un conflit collectif;
- Emplois financés seulement par l'employeur et le programme Défi et qui ne sont pas financés par une autre source gouvernementale quelle qu'elle soit;
- Emplois pour lesquels l'étudiant recevra au moins le salaire minimum horaire fixé pour les adultes dans la province ou le territoire.
- Emplois qui ne rapportent pas au travail d'employés au service personnel de l'employeur (p. ex. jardinier, bonne, chauffeur, bonne d'enfants etc.).

DATES DE DÉBUT ET DE FIN

- Voir la Fiche de renseignements concernant votre province ou territoire.

TAUX SALARIALE

- Voir la Fiche de renseignements concernant votre province ou territoire.

PRÉSENTATION DES ÉTUDIANTS

- Voir la Fiche de renseignements concernant votre province ou territoire.

SUBVENTION MAXIMALE

- Normalement, 100 000 \$ par employeur et par province ou territoire.

APPLICATION/AGREEMENT INSTRUCTIONS:

NOTE: The following instructions for the completion of the Application/Agreement form are provided to ensure complete and accurate information, without which your Application/Agreement cannot be duly processed. Please read the Agreement Conditions contained in this Application/Agreement. If you have any questions, please call the nearest office identified on your Information Sheet before you complete the form.

When completing the form, please use a typewriter or print legibly using black ink. In addition, should you need to erase or correct information, you are asked to initial the corrections.

Please do **not** assume your Application/Agreement has been approved until you have been notified to that effect by the Canada Employment and Immigration Commission. **If approved, the contribution may cover all or only a portion of what was proposed.**

To complete the form, please fill in the appropriate boxes as described below:

Explanation	Box No(s) Case(s)
Provide the legal registered name, complete address of your organization and telephone number.	2, 4 to 7
Give the name and telephone number(s) of a contact person. This is the individual who will have overall responsibility for all of your organization's Challenge applications.	8 to 9
Provide the Total Number of Individuals Employed on your payroll at the time of application.	10
The location and address where the Challenge employee would actually be working (if different from the mailing address).	11
Under "Employer Type" check one of the three boxes using the definitions provided below as a guide to identify the category under which, for program purposes, your business/organization falls.	12
Note: These definitions/categories are for program delivery purposes only.	
A — PRIVATE SECTOR Private Sector businesses and Cooperatives with share capital (e.g. Caisse Populaires, Credit Unions, Cooperative stores, ..., etc.,)	
B — PUBLIC SECTOR Municipalities, Public Health and Educational Institutions (e.g. Universities, Colleges and School Boards).	
C — NON-PROFIT SECTOR All non-profit organizations not already identified in either category A) or B) above and Indian/Native Band Councils.	

Check the appropriate box to indicate the type(s) of student(s) to be hired.

Provide the date your organization was incorporated or officially began operating.

Identify the Main Product, type of work done or service provided by your organization.

Check the appropriate box to indicate whether union concurrence has been obtained.

Other Funding — If you have applied to any other federal, provincial or municipal government program to fund any of the jobs proposed in the application, please provide the name(s) of the program(s) concerned.

On Job Titles — Tasks & Responsibilities (CJS 3946) please:

Describe each job title's tasks and responsibilities, in order of priority.

For each job title, indicate the level of education required.

If applicable, summarize the project objectives and activities.

WCB/CSST — Non-profit sector employers are asked to provide their Workers' Compensation Board Account Number and the applicable rate. (See Provincial/Territorial Information Sheet for further instruction.)

Calculation of Employer's Total Cost Including Contribution Requested

For each job title please provide the following information:

NOTE: Should there be variable start dates, work weeks, hours of work per week or wage rates for any of the jobs with the same job title, please list the job(s) separately. If there are several variances between jobs proposed, it may be necessary to submit more than one Application/Agreement form.

COMMENT REMPLIR LE FORMULAIRE DEMANDE-ACCORD

NOTA: Les directives suivantes sur la façon de remplir le formulaire Demande-Accord vous sont fournies pour vous permettre de donner des renseignements complets et exacts à défaut desquels votre demande ne peut pas être traitée comme il se doit. Veuillez lire les conditions de l'accord faisant partie du présent document. Si vous avez des questions, communiquez avec le bureau le plus proche figurant sur la Fiche de renseignements concernant votre province ou territoire avant de remplir le formulaire.

Veuillez remplir le formulaire à l'aide d'une machine à écrire, ou écrire lisiblement à l'encre noire, en caractères d'imprimerie. Si vous devez effacer ou corriger des renseignements, veuillez parapher les corrections.

Vous ne devez pas présumer que votre Demande-Accord est approuvée avant d'en avoir été avisé par la Commission de l'emploi et de l'immigration du Canada. **Si votre demande est acceptée, la contribution qui vous sera accordée peut l'être pour la totalité ou une partie seulement de votre proposition.**

Veuillez remplir toutes les cases énumérées ci-dessous, conformément aux instructions suivantes:

Explication	Box No(s) Case(s)	Explication
Inscrire le nom légal, le numéro de téléphone et l'adresse complète de votre entreprise ou organisme.	2, 4 to 7	
Le nom et le numéro de téléphone de la personne à contacter. Cette personne devra être celle qui est responsable de toutes les demandes présentées par votre entreprise ou organisme au titre de Défi.	8 to 9	
Nombre total d'employés inscrits sur vos registres de paye au moment où vous présentez votre demande.	10	
Le lieu et l'adresse où l'étudiant embauché dans le cadre de Défi travaillera réellement (si cette adresse est différente de l'adresse postale).	11	
Dans la case "Genre d'employeur", ne cochez qu'une rubrique en vous référant aux définitions données ci-dessous pour déterminer dans quelle catégorie rentre votre entreprise ou votre organisme aux fins du programme.	12	
Remarque: ces catégories n'ont été définies que pour les besoins de l'administration du programme.		
A — SECTEUR PRIVÉ Entreprises et coopératives privées avec capital-actions (par exemple, caisses populaires, coopératives de crédit, magasins coopératifs, etc.,);		
B — SECTEUR PUBLIC Municipalités, établissements de santé ou d'enseignement (universités, collèges, commissions et conseils scolaires);		
C — SECTEUR SANS BUT LUCRATIF Tous les organismes sans but lucratif qui ne rentrent ni dans la catégorie A ni dans la catégorie B et les conseils de bande indienne et les conseils tribaux.		
Cochez la case appropriée pour indiquer le niveau des étudiants à embaucher.	13	
Fournir la date à laquelle votre entreprise ou organisme a été constitué ou a officiellement commencé à exercer ses activités.	14	
Précisez le principal produit, genre de travail ou service fourni par votre entreprise ou organisme.	15	
Cochez la case appropriée pour indiquer que l'accord du syndicat a été obtenu.	16	
Autre financement — Si vous avez présenté une demande dans le cadre d'un autre programme fédéral, provincial ou municipal pour l'un des emplois proposés dans votre demande, précisez quels sont ces programmes.	17	
Veuillez fournir les renseignements suivants sur le formulaire CJS 3946 Titres des postes — Tâches et responsabilités:	18	
Tâches et responsabilités correspondant à chaque titre de poste, par ordre de priorité.		
Pour chaque titre de poste, indiquez le niveau d'études requis.		
S'il y a lieu, énumérez brièvement les objectifs du projet et les activités connexes.		
CAT/CSST — Les employeurs de la catégorie des organismes sans but lucratif doivent inscrire leur numéro de compte de la Commission des accidents du travail ou de la Commission de la santé et de la sécurité au travail ainsi que le taux de cotisation applicable. (Voir la Fiche de renseignements concernant votre province ou votre territoire pour plus de renseignements.)	19	
<u>Calcul des frais totaux de l'employeur incluant la contribution demandée</u>	20	

Pour chaque emploi, veuillez fournir les renseignements suivants:

NOTA: Si vous offrez plus d'un emploi ayant le même titre et si les dates de début, le nombre de semaines, le nombre d'heures de travail par semaine ou le taux de salaire sont différents, veuillez énumérer ces emplois séparément. Si plusieurs éléments sont différents, il sera peut-être nécessaire de remplir un autre formulaire de demande.

Explanation	Box No(s) Case(s)	Explication
<u>Column Explanation</u>	<u>20</u> continued/ suite	<u>Explication des colonnes</u>
a) <i>Job title</i> — examples: research assistant, labourer, ...etc.		a) <i>Titre du poste</i> — exemple: adjoint de recherche, manoeuvre, etc.
b) <i>No. of Jobs</i> — the total number of jobs per job title.		b) <i>Nombre d'emplois</i> — nombre total d'emplois ayant le même titre.
c) <i>Start Date</i> — The proposed date that you would like to have the student(s) start work.		c) <i>Date de début</i> — date à laquelle vous aimeriez que les étudiants commencent à travailler.
d) <i>No. of Weeks</i> — the total number of weeks for which the student(s) would be employed (e.g. 3 students X 16 work-weeks = 48 weeks).		d) <i>Nombre de semaines</i> — Nombre total de semaines pendant lesquelles les étudiants seront employés (exemple: 3 étudiants X 16 semaines de travail = 48 semaines).
e) <i>Hours/Week</i> — the normal number of hours that a student would work each week (e.g. 37.5 or 40.0 hours).		e) <i>Heures par semaine</i> — Nombre normal d'heures de travail fournies par les étudiants chaque semaine (par exemple: 37,5 ou 40 heures).
f) <i>Total Hours</i> — the total number of weeks computed for column (d) multiplied by the Hours/Week provided in column (e).		f) <i>Nombre total d'heures</i> — Nombre total de semaines figurant dans la colonne (d) multiplié par le nombre d'heures par semaine figurant dans la colonne (e).
<u>Wages (Columns (g) and (h))</u>		<u>Salaires (Colonnes (g) et (h))</u>
g) <i>Rate per Hour</i> — the gross hourly wage rate that the student(s) would be paid. This rate should not be less than the Provincial/Territorial minimum hourly wage rate for adults.		g) <i>Taux de salaire horaire</i> — Salaire horaire brut qui sera versé aux étudiants. Ce taux ne doit pas être inférieur au taux de salaire minimum en vigueur pour les adultes dans la province ou le territoire.
For the following items, please round all calculations to the nearest dollar:		Pour les calculs suivants, veuillez arrondir au dollar le plus proche.
(h) <i>Total Wages</i> — Total Hours (f) multiplied by the wage rate per hour (g).		(h) <i>Total des salaires</i> — Nombre total d'heures (f) multiplié par le taux de salaire horaire (g).
NOTE: Since the financial contribution that the Employer is prepared to make toward the creation of the proposed jobs will be taken into consideration during assessment, all Employers are asked to complete columns (i), (j) and (k).		NOTA: Comme la contribution que l'employeur est disposé à verser pour financer la création des emplois proposés sera prise en considération au moment de l'évaluation de la demande, tous les employeurs devraient remplir les colonnes (i), (j) et (k).
Only Non-profit sector employers, however, are eligible to receive a contribution to pay for "mandatory employer costs" (columns (i) and (j)) and "overhead costs" (column (k)).		Seuls les employeurs de la catégorie des organismes sans but lucratif, toutefois, ont droit à une contribution pour les "cotisations obligatoires de l'employeur" (colonnes (i) et (j)) et pour les "frais généraux" (colonne (k)).
<u>Mandatory Employer Costs (Columns (i) and (j))</u>		<u>Cotisations obligatoires de l'employeur (colonnes (i) et (j))</u>
i) <i>Other Mandatory</i> — The gross employer's share of mandatory employee benefits (i.e. C.P.P./Q.P.P., U.I., vacation pay and, where applicable, health insurance premiums) is estimated by applying the percentage, as shown in the Provincial/Territorial Information Sheet, to the total wages in column (h).		i) <i>Autres cotisations obligatoires</i> — Montant brut des cotisations sociales obligatoires de l'employeur (c'est-à-dire RPC ou RRQ, assurance-chômage, paye de vacances et, le cas échéant, les primes d'assurance-maladie) calculé en appliquant le taux de cotisation figurant sur la Fiche de renseignements concernant votre province ou territoire au montant total des salaires inscrits à la colonne (h).
j) <i>W.C.B./CSST</i> — Total wages in column (h) plus total vacation pay multiplied by the W.C.B./CSST rate.		j) <i>CAT/CSST</i> — Montant total des salaires inscrit à la colonne (h) plus le montant total des payes de vacances multiplié par le taux de cotisation à la CAT/CSST.
k) <i>Overhead Costs</i> — Estimate of the total "Overhead Costs" (e.g. materials, supplies, transportation, ... etc.) that would be directly related to the jobs proposed. If you are unable to subdivide these costs by job title, the total of these costs would be sufficient.		k) <i>Frais généraux</i> — Estimation du total des "frais généraux" (matériel, fournitures, transport, etc.) qui seraient directement liés aux emplois proposés. Si vous ne pouvez pas ventiler ces frais par titre de poste, il suffira de fournir un total général.
NOTE: Employers from the non-profit sector must provide a detailed listing of these items and their related costs in order to be considered for a contribution of up to a maximum of \$20.00 per work week for such costs.		NOTA: Les employeurs de la catégorie des organismes sans but lucratif doivent fournir une liste détaillée de ces articles ainsi que des frais s'y rapportant pour pouvoir bénéficier d'une contribution maximale de 20 \$ par semaine de travail au titre de ces frais.
l) <i>Total Costs</i> — Add up the Total Wages (h), Other Mandatory (i), W.C.B./CSST (j) and Overhead Costs (k) to obtain the total cost of the proposed job(s) including the contribution requested.		l) <i>Total des frais</i> — Pour obtenir le coût total des emplois proposés incluant la contribution demandée, additionnez le total des salaires (h), des autres cotisations obligatoires (i), des cotisations à la CAT/CSST (j) et des frais généraux (k).

DO NOT COMPLETE — "OFFICIAL USE"

Please sign the application in the Signature Block for the Employer(s).

Where the employer is a corporation or unincorporated association, the person signing the application/agreement on behalf of the employer must provide the Commission with a copy of the written authorization given by the employer to that individual to sign the application/agreement on the employer's behalf.

DO NOT COMPLETE — DURATION OF ACTIVITY.

Now that the application is complete, please forward it to the nearest CEIC office as shown on the Provincial/Territorial Insert Sheet.

23 to/à 30 NE PAS REMPLIR — "RÉSERVÉ À L'ADMINISTRATION"

31 Veuillez signer la demande dans la case "Signature de l'employeur".

Dans le cas d'un employeur qui est une société ou une association non constituée en société, il faut que la personne qui signe la Demande/Accord au nom de l'employeur fournisse à la Commission une copie de l'autorisation que lui a donnée l'employeur à cette fin.

32 to/à 33 NE PAS REMPLIR — DURÉE DE L'ACTIVITÉ.

Lorsque vous aurez rempli la demande, veuillez l'envoyer au bureau de la CEIC le plus proche, dont vous trouverez l'adresse sur la Fiche de renseignements concernant votre province ou territoire.

CHALLENGE '91

STUDENT EMPLOYMENT/EXPERIENCE DEVELOPMENT (SEED)

ONTARIO PROVINCIAL INSERT SHEET PRIVATE SECTOR, NON-PROFIT AND PUBLIC POSITIONS

The SEED program is designed to provide assistance to students through the provision of a wage subsidy to employers.

Application Deadline: March 15, 1991. All applications must be submitted to the local Canada Employment Centre office on or before this deadline.

Program Priorities:

All proposals must demonstrate:

1. that these jobs would not otherwise be available without the financial assistance of the program;
2. that continued funding from a source other than the sponsor will not be required; and
3. that the jobs created will not interfere with a collective agreement already in place.

NOTE: Priority will be given to proposals that provide employment to secondary school students.

The criteria for evaluating applications include the following:

1. The extent to which proposed activities will prepare students for future labour market participation;
2. The explicit requirement to ensure an equitable distribution of funds throughout the region;
3. The value and usefulness to the community of the activities associated with the proposed jobs; and
4. The extent to which the employer is prepared to contribute to the proposed activities (such as in wages, other costs, etc.)

Employers are encouraged to submit applications which address one or more of the following Social priorities:

1. Drugs and Alcohol Abuse
2. AIDS education
3. Urban Crime
4. the Environment
5. Literacy
6. Culture and tourism
7. employment opportunities for the disabled, visible minorities, and native youth.

Approval Process – All proposals meeting criteria will be prioritized after the application deadline within the funds available in the local offices.

Employers will be notified of approvals by the end of April.

Employers are encouraged to recruit from those who are employment disadvantaged. This designated target group includes natives, disabled, visible minorities and women.

Dates of operation: Jobs can take place between April 29, 1991 and September 6, 1991. Normally, these jobs will run for a minimum of six (6) up to a maximum of eighteen (18) consecutive weeks.

Program Contribution

	PRIVATE SECTOR	PUBLIC SECTOR	NON PROFIT SECTOR
Contribution to Wages	Maximum \$2.50/hr.	Maximum \$4.25/hr.	Adult Minimum Wage
Employer's Share of Mandatory Benefits (UIC, CPP, 4% V.P., E.H.T.)	Not applicable	Not applicable	100% of benefits based on program contribution
Overhead Costs	Not applicable	Not applicable	\$20 Maximum per Workweek/Employee

ONTARIO MINIMUM WAGES: Adult \$5.40

When calculating wages the Ontario minimum wage of \$5.40 per hour must be used.

Additional Information:

If approved, the application will become the contract between the employer and Canada. Therefore, it is imperative that the Terms and Conditions be carefully reviewed and understood.

If space on application form isn't sufficient for all job requests, use **additional application form(s)**.

All incorporated organizations must affix their **corporate seal** over the signature on the application form.

Band Councils can act as employers under the Non Profit category provided the band council resolution supporting this application is attached.

The employer is being asked to provide the total cost of creating the job(s) including the wage subsidy that the program would provide.

When calculating employee benefits use 10.5% – 11.5% of total wages, depending on rate for Employer Health Tax.

WCB coverage for the Non-Profit Sector is in addition to overhead costs and will be reimbursed by CEIC.

Third Party Liability Insurance Coverage for the Non-Profit Sector will be provided by CEIC.

Further information regarding the program can be obtained from the nearest Canada Employment Centre listed on the reverse.

Payments to Private and Public Sector employers will be reimbursements. Non-Profit Sector employers only are entitled to receive advance payments.

List of Canada Employment Centre Offices

48 Owen Street
P.O. Box 2500
BARRIE, Ontario
L4M 3B2
705-728-2468

150 Main Street West
HAMILTON, Ontario
L8P 1H8
416-574-1777

308-Second Street South
KENORA, Ontario
P9N 3X9
807-468-3301

P.O. Box 210
299 Concession Street
KINGSTON, Ontario
K7L 5H5
613-545-8559

P.O. Box 4800
228 Dundas Street East
BELLEVILLE, Ontario
K8N 5E2
613-969-3350

Commerce House
50 Queen St. N., Suite 330
KITCHENER, Ontario
N2G 4L6
519-579-1550

451 Talbot Street
Suite 301
LONDON, Ontario
N6A 4S7
519-645-4030

47 Clarence Street
Suite 206
OTTAWA, Ontario
K1N 9K1
613-990-9373

155 Charlotte Street
PETERBOROUGH, Ontario
K9J 7H4
705-745-0551

43 Church Street
Suite 305
ST. CATHARINES, Ontario
L2R 5C7
416-688-3663

390 Bay Street
Box 2400
SAULT STE. MARIE, Ontario
P6A 5N9
705-254-5101

1349 LaSalle Blvd
Suite 204
SUDBURY, Ontario
P3A 5W6
705-566-4521

130 South Syndicate Ave
THUNDER BAY, Ontario
P7E 1C7
807-623-2731

273 Third Avenue
3rd Floor
TIMMINS, Ontario
P4N 1E2
705-267-6271

111 Water Street East
Suite 100
CORNWALL, Ontario
K6H 6S4
613-938-5731

25 St. Clair Ave. East
Suite 801
TORONTO, Ontario
M4T 1M2
416-973-5876
(for Metropolitan Toronto
including the areas of
Orangeville, Uxbridge and
Georgina Townships)

467 University Ave. W.
2nd Floor
P.O. Box 1611
WINDSOR, Ontario
N9A 5R2
519-254-3256

58 Dalhousie Street
BRANTFORD, Ontario
N3T 2J2
519-756-6101

44 Bond Street West
Suite 302
OSHAWA, Ontario
L1H 4H8
416-579-9402

101 Worthington St. E
NORTH BAY, Ontario
P1B 1G5
705-472-3700

BASIC EMPLOYER INFORMATION

This information is required to process your application in a timely manner; please submit with your application.

Legal Name of Employer

Incorporation Number

Legal Signing Officers (those who have legal authority to sign the contract, any amendments and reports, etc.)

(NOTE: Not necessarily the same as your bank signing authorities)

TITLE	NAME	SPECIMEN SIGNATURE
1)		
2)		
3)		
4)		

How many of the above signatures, and in what combination are required to bind your organization in a legal agreement?

Name of Bank	Account Number
Address of Bank	Telephone Number of Bank
UNION CONCURRENCE <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A	
To which other CEC offices have you submitted applications?	

ACKNOWLEDGEMENT CARD



Employment and
Immigration Canada

Emploi et
Immigration Canada

Thank you for applying to the SEED program.
Your application number is listed below.

OFFICIAL USE ONLY

This card will be returned to you to acknowledge receipt of your application.
This is NOT an approval notice.

You will be notified separately if your application is approved.

Please type or print your name and address clearly.

Name

Address

City/Town

Postal Code

APPLICATION NUMBER

1 CHALLENGE - SUMMER EMPLOYMENT / EXPERIENCE DEVELOPMENT (SEED) APPLICATION / AGREEMENT

Please read the program guidelines and Provincial/Territorial Information Sheet carefully before completing the form. N.B. - Please use a typewriter or print clearly in black ink.

PART A

2 Legal Name of Employer		100 FILE NUMBER		101 OPTION/S.A./S.S.A.	
3 Mailing Address (Number and Street)		102 RESP. RC		103 BUDGET RC	
4 City, Town, Village		5 Province		6 Postal Code	
8 Name of Contact Person		9 Tel. No. (If different from above)		10 No. of individuals employed by business or organization	
11 Location of Activity		105 1 - ORIGINAL 2 - AMENDMENT 3 - CORRECTION 4 - RENEWAL		106 AMEND. NO	
12 Employer Type		13 Which type of student(s) do you intend to hire:		15 What is the main product or service of your business organization?	
A <input type="checkbox"/> Private Sector		Secondary		17 Other Funding - Have you also applied to other government programs to fund any of the jobs proposed in this application? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please specify:	
B <input type="checkbox"/> Public Sector		Post secondary			
C <input type="checkbox"/> Non-profit Sector		CEGEP (Quebec only)			
18 USING FORM 3946 (JOB TITLES - TASKS & RESPONSIBILITIES), PLEASE Describe each job title's tasks and responsibilities, in order of priority, indicate the level of education suitable for each job and, if applicable, summarize the project objectives and activities		14 Business/Organization has existed since		16 Has the appropriate union concurred with this application? <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Not Applicable	
19 W.C.B./CSST (Non-profit sector only)		Account No.		Rate:	

20 PART B - CALCULATION OF EMPLOYER'S TOTAL COST INCLUDING CONTRIBUTION REQUESTED

Job Title	(a) No. of Jobs	(b) Start Date	(c) No. of Weeks	(d) Hrs./Week	(e) Total Hours	Wages		Mandatory Employer Costs		(k) Overhead Costs	(h + i + j + k =)
						(g) Rate per Hour	(f) Total Wages	(i) Other Mandatory	(j) W.C.B./CSST		
I											
II											
III											
TOTAL	21 (b)		22 (d)				(h)	(i)	(j)	(k)	

23 PART C - CALCULATION OF APPROVED CONTRIBUTION - OFFICIAL USE

Job Title	(m) No. of Jobs	(n) Start Date	(o) No. of Weeks	(p) Hrs./Week	(r) Total Hours	Wages		Mandatory Employer Costs		(w) Overhead Costs	Total Contribution
						(s) Contribution per Hour	(t) Total Wage Contribution	(u) Other Mandatory	(v) W.C.B./CSST		
I											
II											
III											
TOTAL	24 (n)		25 (p)				26 (t)	27 (u)	28 (v)	29 (w)	30

"Subject to the attached Terms and Conditions, the Commission and the Employer agree that, upon approval of the Employer's application, the Employer will provide the jobs, at the hour wage rates, for the number of hours per week and for the number of weeks, all as described above in Part B, and the Commission agrees to pay to the Employer in respect of the wage mandatory employer costs and overhead costs related to such jobs, a contribution not exceeding the amounts shown in Part C in the totals for boxes (t), (u), (v) and (w)."

The employer certifies that the proposed jobs would not be created without the contribution requested.

31 Signature of Employer	Title	Date D M Y	Duration of activity	32 From D M Y	33 To D M Y
Signature of Employer	Title	Date D M Y			
Signature for Commission					
Title	34 Date	D M Y			

OFFICIAL USE CJS - MIS

35 F.S. Code	36 Funding Amount 1 F	37 F.S. Code	38 Funding Amount 2 P
7 5		C P	

Maximum Program Contribution
(t + u + v + w = x)

OFFICIAL USE - EIS

140 Financial Code	Current Year Amount	CR	EIS Type	Constit. Code
Allot. Project Line Object				
5 2 0 0	0 0			

141 Verified by	Signature	D M Y	Pre-Audit	Data Capture	Approval on System
142 Certified that funds are available in accordance with Section 32(1) of the F.A.A.	Signature	D M Y			

OFFICIAL USE CJS - MIS

150 Org. Type	151 Empl. Lang	152 Train. Lang	153 Comm. Futures	154 Prov. Riding	155 Proj. Officer	156 Cons. III	157 CCDO	158 S.I.C.	159 Activity	160 Yr of Operation	161 Spec. Int. G
162 National Spares			163 Regional Spares			164 CEC Spares					
A B C D	A B C D E F	A B C									

JOB TITLES - TASKS & RESPONSIBILITIES

File Number

CHALLENGE - SUMMER EMPLOYMENT / EXPERIENCE DEVELOPMENT (SEED)

WHEN COMPLETING THIS FORM PLEASE USE A TYPEWRITER OR PRINT LEGIBLY USING BLACK INK. IF NECESSARY USE ADDITIONAL PAGES TO DESCRIBE THE JOBS PROPOSED
 To facilitate the processing of your application, please provide, **in order of priority**, the **tasks and responsibilities related to each Job Title** referenced on the application/agreement form. In addition, please identify the level of education that is suitable for the job

JOB TITLE I - TASKS AND RESPONSIBILITIES:

Please indicate the level of education which is suitable for this job:

☐ Secondary School
 ☐ Community College
 ☐ CEGEP (Quebec only)
 ☐ University
 ☐ Other: (please specify) _____

JOB TITLE II - TASKS AND RESPONSIBILITIES:

Please indicate the level of education which is suitable for this job:

☐ Secondary School
 ☐ Community College
 ☐ CEGEP (Quebec only)
 ☐ University
 ☐ Other: (please specify) _____

JOB TITLE III - TASKS AND RESPONSIBILITIES:

Please indicate the level of education which is suitable for this job:

☐ Secondary School
 ☐ Community College
 ☐ CEGEP (Quebec only)
 ☐ University
 ☐ Other: (please specify) _____

If the application involves project activity and this is not explained by the above job descriptions, please summarize the project objectives and activities.

CHALLENGE - SUMMER EMPLOYMENT / EXPERIENCE DEVELOPMENT (SEED)

Agreement Terms and Conditions

1. In this agreement, "COMMISSION" means the Canada Employment and Immigration COMMISSION;

"employees" means the employees hired by the EMPLOYER for the jobs, unless the context indicates otherwise;

"EMPLOYER" means the EMPLOYER referred to on the reverse side of this document;

"jobs" means the jobs referred to on the reverse side of this document;

"mandatory employer costs" means unemployment insurance premiums, Canada pension plan contributions, worker's compensation assessment, vacation pay and health and insurance premiums which the EMPLOYER is required to pay in respect of the employees;

"overhead costs" means such costs, other than the cost of wages and mandatory employer costs, incurred by the EMPLOYER as the COMMISSION, in its absolute discretion, considers to be directly related to the provision of the jobs.

2. The EMPLOYER represents and warrants that

- (a) the employees do not displace or replace existing employees or volunteers, employees on layoff, employees absent due to a labour management dispute or employees on vacation;
- (b) the jobs will provide a minimum of 30 hours of work per week but will not normally exceed 40 hours of work per week, and will last between 6 and 18 consecutive weeks, except that where the employee is disabled, part-time employment is permissible;
- (c) the jobs are not jobs for which another contribution will be received or claimed from any other government source, except where such contribution is provided pursuant to a federal/provincial agreement designed to harmonize federal and provincial job creation programs;
- (d) the jobs would not be created without the financial assistance provided under this agreement; and
- (e) the jobs will be carried out in accordance with all applicable federal and provincial laws.

3. The EMPLOYER shall

- (a) provide the employees with necessary supervision, learning and work experience;
- (b) keep proper accounts and records including invoices, receipts, vouchers, bank statements and cheques of all financial transactions relating to this Agreement;
- (c) allow representatives of the COMMISSION to enter the EMPLOYER'S premises at all reasonable times for purposes of inspection and audit of the books and records referred to in paragraph b);
- (d) submit such reports concerning the progress of the employees and particulars of the employees as may be requested by the COMMISSION.

4. Unless otherwise approved by the COMMISSION, the employees shall be employed during the period shown on the reverse side of this document, it being understood that the COMMISSION shall have no obligation to pay any contribution to the EMPLOYER in respect of costs incurred by the EMPLOYER outside such period.

5. The amount of the COMMISSION'S contribution in respect of mandatory employer costs incurred in respect of each employee shall not exceed the amount that would be payable if the employee's wages were paid at the provincial or territorial adult minimum wage rate. It is also understood that the COMMISSION'S contribution to the EMPLOYER in respect of wages or mandatory employer costs is based upon costs actually incurred by the EMPLOYER. In addition, in the event that the hourly wage rate actually paid by the EMPLOYER is less than the hourly wage rate shown on the reverse side of this document, the COMMISSION may, in its discretion, reduce the amount of its contribution in respect of those costs by a proportionate amount, as determined by the COMMISSION.

6. It is further understood by the EMPLOYER that the amount of the COMMISSION'S contribution for overhead costs in respect of each job is calculated on the basis of the number of weeks actually worked by the employee and that in the event that the number of weeks actually worked by an employee is less than the number of weeks shown on the reverse side of this document, the amount of the COMMISSION'S contribution in respect of overhead costs for that job shall be subject to a proportionate reduction, as determined by the COMMISSION.

7. (1) Subject to subsection (2), the COMMISSION'S contribution shall be payable upon receipt of a claim made by the EMPLOYER in a form prescribed by the COMMISSION, such claim to be submitted by the EMPLOYER within 30 days following the termination of the employment covered by the agreement.

- (2) Where the EMPLOYER is a non-profit organization, payment of the COMMISSION'S contribution may be made as follows:

- (i) an initial advance payment not exceeding 90% of the estimated total contribution payable under the agreement;
- (ii) upon receipt of an accounting for the contribution covering the first month of operation and a forecast of expenditures for the remainder of duration of activity, a further advance in such amount as may be approved by the COMMISSION; and
- (iii) upon receipt of a claim made in a form prescribed by the COMMISSION and submitted within 30 days from the termination of the employment covered by the agreement, the balance, if any, of the contribution owing to the EMPLOYER.

8. (1) Unless otherwise agreed to in writing by the COMMISSION, no contribution shall be paid by the COMMISSION in respect of the wages, mandatory employer costs and overhead costs of an employee who

- (a) was not referred to the EMPLOYER by a Canada Employment Centre ~~before~~ being hired by the EMPLOYER, or
- (b) is a member of the immediate family of
 - (i) the EMPLOYER, where the EMPLOYER is an individual,
 - (ii) a senior officer or director of the corporation or association, where the EMPLOYER is a corporation or an unincorporated association, or
 - (iii) an elected or senior official of a municipality, where the EMPLOYER is a municipality.

- (2) For purposes of paragraph (1) (b), the immediate family of a person referred therein includes the person's father, mother, stepfather, step-mother, foster parent, brother, sister, spouse (including common law spouse), child (including child of common law spouse), step-child, ward, father-in-law, mother-in-law, and any relative permanently residing in the person's household or with whom the person permanently resides.

9. (1) This agreement may be terminated by either party on 15 days written notice. Notwithstanding the foregoing, the COMMISSION may terminate the agreement immediately by notice in writing.

- (a) if the EMPLOYER is in breach of any of its obligations under the agreement,
- (b) if any representation or warranty made by the EMPLOYER is materially false or misleading, or
- (c) if any change occurs in the tasks and responsibilities of the employees, as described on Form 3946 submitted by the EMPLOYER with the Employer's application, without the COMMISSION'S prior approval.

- (2) Upon termination of the agreement, the COMMISSION shall cease to have any obligation to make any further contribution to the EMPLOYER in respect of the costs incurred by the EMPLOYER after the date of termination, and the amount of any unexpended advance shall be repaid forthwith to the COMMISSION upon receipt of notice thereof and such amount shall be recognized as being a debt due to the COMMISSION.

10. In the event payments made to the EMPLOYER exceed the amount to which the EMPLOYER is properly entitled pursuant to the agreement, the amount of such excess shall be payable forthwith to the COMMISSION upon receipt of notice thereof and such amount shall be recognized as being a debt due to the COMMISSION.

11. Nothing in this agreement shall be deemed to authorize the EMPLOYER to contract for or incur any obligation on behalf of the COMMISSION.

12. Any payment due hereunder is subject to there being an appropriation by Parliament for the fiscal year in which the payment is to be made.

13. This agreement may not be assigned in whole or in part without the written consent of the COMMISSION and any assignment made without that consent shall be void and of no effect.

14. No amendment to this agreement shall be valid unless made in writing between the parties.

15. No member of the House of Commons shall be admitted to any share or part of this agreement or to any benefit arising therefrom.

16. Where funding that has been provided by the COMMISSION has been used by the EMPLOYER to purchase assets that have not been physically incorporated into the final product of the activity, the COMMISSION, in its absolute discretion, may direct that the assets so purchased be:

- (a) sold at a fair market value and the proceeds applied to total agreement costs, or
- (b) turned over the registered charitable organizations, or
- (c) retained by the EMPLOYER where the EMPLOYER satisfies the COMMISSION that the activity will continue in the future and that the assets in question are required for the viability of the activity, or
- (d) turned over to the Commission for transfer to the Crown Assets Disposal Corporation.

K.E. AVERY
CITY CLERK



CITY HALL
HAMILTON, ONTARIO
L8N 3T4

TEL: 546-2700
FAX: 546-2095

URBAN/MUNICIPAL

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ORATION OF THE CITY OF HAMILTON
OFFICE OF THE CITY CLERK

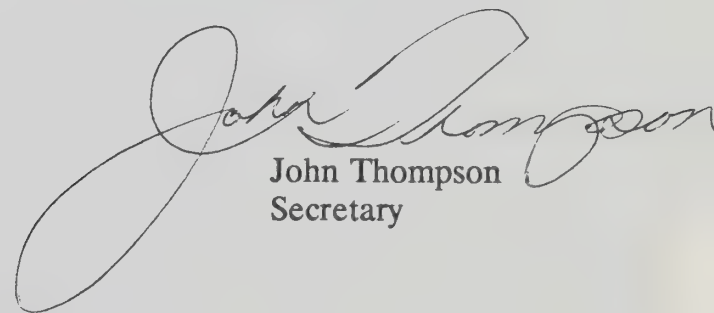
NOTICE OF MEETING

FINANCE AND ADMINISTRATION COMMITTEE

Thursday, 1991 March 21

9:30 o'clock a.m.

Room 233, City Hall



John Thompson
Secretary

A G E N D A

9:30
a.m.

1. **CONSENT AGENDA**
2. **HAMILTON PUBLIC LIBRARY BOARD**

Workplace Daycare
3. **COMPREHENSIVE AUDIT SUB-COMMITTEE**
 - (a) Final Report - Comprehensive Audit of the Real Estate and Architecture Divisions
 - (b) Final Report - Comprehensive Audit of the Property Maintenance Division
4. **DIRECTOR OF PROPERTY**

Increase in Rent, Balfour-Baxter Residence, 654 Garth Street

5. **TREASURER**

Transfer of Responsibility for Administering Eight (8) City Parking Lots to The Parking Authority

6. **COMMISSIONER OF HUMAN RESOURCES -
FAIR WAGE POLICY**

Ontario Glazier Institutional Commercial and Industrial agreement Between Architectural Glass and Metal Contactors Association and The International Brotherhood of Painters and Allied Trades and the Ontario Council of the International Brotherhood of Painters and Allied Trades

7. **IN-CAMERA AGENDA**

8. **OTHER BUSINESS**

9. **ADJOURNMENT**

FINANCE AND ADMINISTRATION COMMITTEE

1991 MARCH 21

CONSENT AGENDA

A. ADOPTION OF THE MINUTES - Regular Meeting of 1991 March 7

B. CITY CLERK

- (i) Designation of Country Music Week '91 As Having Municipal Significance
- (ii) Daylight Saving Time
- (iii) Civic Awards - Steel City Riders' Motorcycle Club
- (iv) Luso-Canadian Cultural Council of Hamilton - Use of City Facilities
- (v) Salvation Army Red Shield Appeal Flag
- (vi) Canadian Health and Safety Week
- (vii) Multiple Sclerosis Society of Canada - Use of City Facilities
- (viii) Hamilton & District Stroke Recovery Association - Purchase of Ad
- (ix) Consent to Use the Name "Hamilton" in the Proposed Incorporation of "Hamilton Minor Hockey Council"
- (x) Amity Goodwill Industries - Use of Council Chambers

C. DIRECTOR OF PROPERTY

- (i) Renewal of Lease for the Use of Four (4) Parking Spaces at the King-Jarvis Parking Lot by "It's All Greek To Me!" Restaurant
- (ii) Hamilton Eaton Centre - Clock Tower Agreement

D. COMMISSIONER OF HUMAN RESOURCES

- (i) Leave of Absence - Ms. Josephine D'Alessandro, Traffic Department
- (ii) Leave of Absence - Mr. Edward Perrett, Traffic Department
- (iii) Terms of Contract Between Corporation of the City of Hamilton and Off-Site Resources Inc.
- (iv) Staffing - Property Department, Architectural Division

E. TREASURER

- (i) Financing of Proposed Construction of an Independent Concrete Sidewalk on the South Side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth
- (ii) Reserve for Ticket Surcharge - Copps Coliseum

F. CITY SOLICITOR

By-law to Authorize Construction of a Senior Citizen's Centre at Sackville Hill Memorial Park

A.

Thursday, 1991 March 7
9:30 o'clock a.m.
Room 233, City Hall

The Finance and Administration Committee met.

There were present: Alderman B. Hinkley, Chairman
Alderman D. Ross, Vice-Chairman
Alderman T. Cooke
Alderman G. Cops
Alderman D. Agostino
Alderman T. Jackson
Alderman J. Gallagher

Regrets: Mayor R. M. Morrow - City Business
Alderman V. Agro - Vacation

Also present: Alderman M. Kiss
Alderman D. Drury
Alderman V. Formosi
Mr. L. Sage, Chief Administrative Officer
Mr. E. C. Matthews, Treasurer
Mr. R. Hammel, Manager of Accounting
Mr. N. Adhya, Manager of Budgets
Ms. P. Noé Johnson, City Solicitor
Mr. L. Farr, Assistant City Solicitor
Mr. R. Sabo, Assistant City Solicitor
Mr. J. Hindson, Director of Information Systems
Mr. T. Bradley, Manager of Purchasing
Mr. D. Elder, Co-ordinator, Regional Purchasing
Mr. S. Dembe, Manager, Licence Division
Mr. D. W. Vyce, Director of Property
Mr. J. Leuser, Director of Finance & Administration, HECFI
Mr. P. Baker, General Manager, Parking Authority
Mr. J. Thompson, Secretary

CONSENT AGENDA

A. MINUTES

The minutes of the meeting of the Finance and Administration Committee held 1991 February 21 were received and adopted as circulated to the members.

B. MANAGER OF PURCHASING - REPLACEMENT OF THREE 26,500 GVW TRUCKS WITH FORESTRY CHIPPER BODIES, UNITS #9206/7/11, FLEET SERVICES

As outlined in a report of the Manager of Purchasing dated 1991 February 20, the Committee agreed to submit the following recommendation to City Council for approval:

That a purchase order be issued to Carter G.M. Trucks, Hamilton, in the amount of \$173,469.45, being the lowest of seven (7) tenders received for the replacement of three (3) 26,500 GVW Trucks with Forestry Chipper Bodies, Units #9206/7/11 for Fleet Services, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from Reserve for Replacement of Mobile Equipment Account No. CH5X503 00101.

C. CITY CLERK(i) BY-LAW APPOINTING MUNICIPAL LAW ENFORCEMENTS OFFICERS

As outlined in a report of the City Clerk dated 1991 February 18, the Committee agreed to submit the following recommendation to City Council for approval:

That a by-law to amend By-laws 80-263, 84-26 and By-law 86-278 appointing the following employees of the Licence Division of the City Clerk's Department as Municipal Law Enforcement Officers be approved:

James Stevenson
Douglas Rose
Ronald Day

Catherine Good
Dean Barrow
Donald Boyter

Patricia Bush
Steven Dembe
Robert Morley

(ii) KEEP HAMILTON CLEAN COMMITTEE - USE OF CITY HALL FOYER

As outlined in a report of the City Clerk dated 1991 February 19, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the Keep Hamilton Clean Committee be granted permission to use the second floor foyer, east end, on 1991 May 2 and 3 for a display and tables from which to hand out garbage bags to participants in the 1991 PITCH-IN Week.
- (b) That the Keep Hamilton Clean Committee be granted permission to use the second floor foyer, east end from May 2-12 to maintain a static display related to the Keep Hamilton Clean Committee and PITCH-IN Week.
- (c) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iii) ELECTION 1991 - MEDIA COVERAGE

As outlined in a report of the City Clerk dated 1991 February 20, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the City Clerk be authorized to allocate space in the City Hall lobbies and forecourt for election coverage by the media in connection with the 1991 municipal election.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(iv) SENIOR CITIZEN COUNCIL FOR THE CITY OF HAMILTON - ELECTIONS

As outlined in a report of the City Clerk dated 1991 February 20, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Culture and Recreation Department to use the first floor foyer at City Hall on Tuesday, 1991 April 30 from 12:00 noon to 3:30 p.m. and Wednesday, May 1 from 9:30 a.m. until 1:00 p.m. for the purpose of receiving advanced nomination forms for the Senior Citizens' Council Election.

- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(v) **SPICER COMMISSION - USE OF CITY HALL MEETING ROOMS**

As outlined in a report of the City Clerk dated 1991 February 26, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of Lewis Brown Scarfone Hawkins, Barristers & Solicitors, for the use of City Hall meeting rooms for the Spicer Commission Citizens' Forum on the following dates be granted:

Wednesday, 1991 March 13, 20 & 27 - Rm. 219 from 7:30-10:00 p.m.

- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(vi) **HAMILTON SPORTS COUNCIL - USE OF COUNCIL CHAMBER**

As outlined in a report of the City Clerk dated 1991 February 26, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That permission be granted to the Hamilton Sports Council to use the Council Chamber on 1991 March 27, May 29 and September 25 from 7:00 - 11:00 p.m. for Sports Council meetings.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(vii) **FLYING OF THE CANADIAN SKI PATROL SYSTEM FLAG**

As outlined in a report of the City Clerk dated 1991 February 26, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the Canadian Ski Patrol System, Western Zone, to fly the Canadian Ski Patrol System flag at City Hall from 1991 April 14 to 22 be approved.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(viii) **SENIOR CITIZENS CAROUSEL - DISPLAY OF SENIORS' PAINTINGS**

As outlined in a report of the City Clerk dated 1991 February 28, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of the Director of Culture and Recreation for the use of the second floor foyer on 1991 June 17, 18 and 19 for a display of seniors' paintings be granted.
- (b) That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.

(ix) **BELL CANADA - PROPOSED CHANGE IN THE 416 AREA CODE -
REFERRED FROM CITY COUNCIL**

The Committee was in receipt of a copy of a letter from Mrs. R. L. Griffin, Area Manager, Bell Canada, dated 1991 February 7 advising of a forthcoming change in telecommunications in the 416 area, which was referred to Committee by City Council at its meeting held 1991 February 26.

The Secretary was requested to make the necessary arrangements for Mrs. Griffin to meet the with the Committee to discuss the proposed change.

D. **TAXI ADVISORY COMMITTEE - REAFFIRMATION OF PRESENT
STRUCTURE AND COMPOSITION**

The Committee had before it a memorandum from the Secretary of the Taxi Advisory Committee dated 1991 February 14 recommending that the present structure and composition of the Taxi Advisory Committee not be changed by the addition of two Class "C" Livery Service Drivers.

This report was tabled pending receipt of a report on the Class "C" Livery Licensing.

E. **COMMISSIONER OF HUMAN RESOURCES**

As outlined in a report of the Commissioner of Human Resources dated 1991 February 27, the Committee agreed to submit the following recommendation to City Council for approval:

That the Appointments To and Terminations from Permanent positions with the Corporation to February 26, 1991, attached hereto and marked Appendix "A", be approved.

F. **DIRECTOR OF PROPERTY - SALE OF PROPERTY AT 1781 KING STREET
EAST TO MUNICIPAL NON-PROFIT (HAMILTON) HOUSING
CORPORATION**

As outlined in a report of the Director of Property dated 1991 February 26, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That an Offer to Purchase, executed by Mark Mascarenhas, General Manager of Municipal Non-Profit (Hamilton) Housing Corporation on February 18, 1991, and scheduled for closing on April 22, 1991, for the purchase of the property at 1781 King Street East, be approved and completed, and that the purchase price of \$185,500.00, subject to adjustments in accordance with the actual closing date, be credited to Sale of Land - Property Purchases Account No. CH4X501 00102.

NOTE: Subject property is described as part of Lot 2, Concession 3, formerly in Barton Township, now in the City of Hamilton, shown as Parts 1 and 2 on Plan 62R-1652, having a frontage along the northerly limit of King Street East of 175.72 feet (53.56 metres) by a depth of 127.62 feet (38.9 metres) more or less.

- (b) That an Authority to Enter, executed by Mark Mascarenhas, General Manager of Municipal Non-Profit (Hamilton) Housing Corporation on February 18, 1991, allowing the Municipal Non-Profit (Hamilton) Housing Corporation to enter the property at 1781 King Street East prior to the closing date to commence preliminary work for the construction of an apartment building, be approved and completed.

G. **TREASURER**

(i) **FINANCING OF PROPOSED CONSTRUCTION OF AN INDEPENDENT CONCRETE SIDEWALK ON THE EAST SIDE OF CENTENNIAL PARKWAY BETWEEN THE CITY OF HAMILTON/CITY OF STONEY CREEK LIMITS AND VINEYARD ROAD**

As outlined in a report of the Treasurer dated 1991 February 28, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That, as referred to in Section 5 of the Fifth Report of the Transport and Environment Committee, the City Solicitor be authorized to make application to the Ontario Municipal Board for approval to construct an independent concrete sidewalk on the east side of Centennial Parkway between the City of Hamilton/City of Stoney Creek limits and Vineyard Road at an estimated gross cost of \$23,748. with the City's share of \$8,472. to be financed by 1991 Capital Levy and the balance of \$15,276., being the owner's share, to be financed by the issuance of debenture for a period not to exceed 20 years.
- (b) That application be made to the Regional Municipality of Hamilton-Wentworth to issue debentures in the amount of \$15,276. for a term not to exceed 20 years for the above project.

(ii) **FINANCING CITY'S SHARE OF PARADISE GATE ESTATES SUBDIVISION**

As outlined in a report of the Treasurer dated 1991 February 28, the Committee agreed to submit the following recommendations to City Council for approval:

That, as referred to in Section 6 of the Fifth Report of the Transport and Environment Committee, the City's share of services to be installed in Paradise Gate Estates in the gross amount of \$4,020. be financed from the Reserve for City's Share of Services through Unsubdivided Lands.

(iii) **1991 APPLICATIONS FOR ROADWAY SUBSIDIES**

As outlined in a report of the Treasurer dated 1991 February 21, the Committee agreed to submit the following recommendation to City Council for approval:

That the Treasurer be authorized to make application to the Minister of Transportation for the City of Hamilton Normal and Supplementary Applications for subsidy under the Public Transportation and Highway Improvement Act and the Ontario Anti-Recession Program as announced based on 1991 estimated expenditures as shown on Appendix "B" attached hereto, and that the Treasurer be authorized to petition the Minister for subsidy payments as necessary.

(iv) CHALLENGE '91, STUDENT EMPLOYMENT/EXPERIENCE DEVELOPMENT PROGRAM (S.E.E.D.) - INFORMATION REPORT

The Committee received a report from the Treasurer dated 1991 February 27 outlining the criteria, guidelines and applications for the above program.

REGULAR AGENDA

2. MANAGER OF PURCHASING

(a) PURCHASE OF STANDARD AND/OR RECYCLED PAPER DURING 1991, CLERK'S DEPARTMENT

As outlined in a report of the Manager of Purchasing dated 1991 March 1, the Committee agreed to submit the following recommendation to City Council for approval:

That a purchase order, not to exceed \$86,452.28, including GST and PST, be issued to Buntin Gillies, Hamilton, being the lowest acceptable of two (2) tenders received, for the supply and delivery of paper as and when required during 1991 by the Clerk's Department, in accordance with specifications issued by the Manager of Purchasing and Vendor's tender, and that this expenditure be financed from the Office and Stationery Account No. CH56001 12020.

(b) RECYCLING SERVICE, CITY HALL AND VARIOUS CITY BUILDINGS

As outlined in a report of the Manager of Purchasing dated 1991 March 1, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That paper and newspaper recycling services for Civic Buildings be acquired from ISC Paper Recycling of Canada, Toronto, for 1991 being the only complete proposal of three received.
- (b) That funding in the amount of \$7,500. be provided from unclassified expenditures for the provision of recycling containers and other recycling services for City Hall.
- (c) That any proceeds from the sale of recyclable computer paper be credited to unclassified expenditures.

3. CITY CLERK

(a) CITIZEN APPOINTMENT TO HAMILTON HARBOUR COMMISSION

The Committee had before it a recommendation of the City Clerk dated 1991 February 28 recommending that the Finance and Administration Committee take the appropriate action to fill the citizen member vacancy on the Hamilton Harbour Commission.

The City's representation on the Hamilton Harbour Commission, Mr. Duncan Beattie, was appointed to the Commission for a term to expire 1991 April 15.

Alderman Cooke submitted that the Committee should recommend to City Council that the incumbent be returned because of his outstanding performance and service as the City's representative on the Hamilton Harbour Commission.

Alderman Hinkley stated that the applicants who have applied for citizen appointment to the Hamilton Harbour Commission should be given the opportunity of an interview with the Committee.

Following considerable discussion, it was moved by Alderman Cooke, seconded by Alderman Gallagher, and carried, that the following recommendations be submitted to City Council for approval:

- (a) That approval be given to dispense with the current process of interviewing applicants for citizen appointment to the Hamilton Harbour Commission.

Recorded Vote: In favour - Aldermen Cooke, Agostino, Gallagher, Ross.
Opposed - Aldermen Hinkley, Copps, Jackson.

- (b) That Mr. Duncan Beattie, whose term of office as the City's representative on the Hamilton Harbour Commission expires 1991 April 15, be reappointed for a term to expire 1994 April 15.

Alderman Copps requested that she be recorded as opposed to the reappointment recommendation.

(b) **DRAFT BY-LAW TO REGULATE SMOKING IN PUBLIC PLACES**

As outlined in a report of the City Clerk dated 1991 March 1, the Committee agreed to submit the following recommendations to City Council for approval, as amended:

- (a) That the Finance and Administration Committee hold an evening public meeting in April 1991 to receive input on proposed amendments to the Smoking in Public Places By-law 80-258, as outlined in the Draft By-law attached hereto as Appendix "C".
- (b) That the City Clerk be authorized and directed to advertise the public meeting in The Hamilton Spectator and Brabant Newspapers, at an approximate cost of \$1,200., and request written submissions.
- (c) That this expenditure be charged to Advertising & Promotion City Clerk's Department Account No. CH56302 12001.

4. **HAMILTON FARMERS' MARKET SUB-COMMITTEE**

As outlined in a report of the Secretary of the Hamilton Farmers' Market Sub-Committee dated 1991 February 20, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That all stallholders at the Hamilton Farmers' Market be forwarded a copy of the letter, attached hereto as Appendix "D", reminding them of the contractual terms of the licence to occupy stalls in the Hamilton Farmers' Market and that inspections will be made to ensure compliance.
- (b) That inspection reports will be submitted to the Hamilton Farmers' Market Sub-Committee for review and recommended action where appropriate.

- (c) That unauthorized use of space by stallholders, beyond their assigned spaces, be reviewed by the Manager of the Hamilton Farmers' Market in consultation with the Law Department for report with recommendations to the Hamilton Farmers' Market Sub-Committee.

5. LICENSING COMMITTEE - MUNICIPAL LAW ENFORCEMENT OFFICERS' ASSOCIATION CONFERENCE

As outlined in a report of the Secretary of the Licensing Committee dated 1991 February 20, the Committee agreed to submit the following recommendation to City Council for approval:

That an invitation be extended to the Municipal Law Enforcement Officers' Association to hold their Annual Conference in Hamilton in the fall of 1994.

6. DIRECTOR OF INFORMATION SYSTEMS

As outlined in a report of the Chairman of the Staff Enviro Team dated 1991 February 28, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the Terms of Reference and reporting structure for the staff committee on Corporate environmental initiatives, attached hereto as Appendix "E", be approved.
- (b) That the joint Region and City of Hamilton staff working committee be known as the Staff Enviro Team.
- (c) That the Staff Enviro Team Terms of Reference include the formulation of appropriate recommendations concerning Corporate environmental initiatives that may be implemented as related to the operations and Administrative procedures of the Corporations.
- (d) That the Staff Enviro Team report their recommendations and findings to the respective Department Heads for review and forwarding to the appropriate Committee(s) of Council.
- (e) That the Staff Enviro Team report on the progress and status of the Environmental Initiatives Program to the Finance and Administration Committee.
- (f) That this report be forwarded to the Transport and Environment Committee for their information.

7. DONATION OF PAINTING TO CITY OF HAMILTON

The Committee agreed to submit the following recommendations to City Council for approval:

- (a) That the request of Ms. Candace Jerranne Malott to donate a painting entitled "Chasing a Dream" to the City of Hamilton on the occasion of celebrating International Day of Elimination of Racial Discrimination on 1991 March 22, be approved.

- (b) That the Treasurer be authorized to issue to the above donor a charitable income tax receipt for \$200. which represents the appraised fair market value of the painting.

In this regard, the Committee had before it a report of the Secretary dated 1991 March 6 advising that a Sub-Group of the Arts Advisory Sub-Committee is presently in the process of developing policies, guidelines and criteria for accepting donations of art such as paintings and drawings for placement and display in public places under the City's jurisdiction.

The objective is to develop conditions and criteria for acceptance or rejection of a request by individuals or groups who wish to donate a painting or drawing to the City of Hamilton. These conditions would be well defined and consistent, rather than applying to each proposed donation on a case by case basis.

8. H.E.C.F.I. BOARD OF DIRECTORS

(a) 1990-1994 CAPITAL BUDGET PROGRAMME: COPPS COLISEUM

As outlined in a report of the Treasurer dated 1991 March 1, the Committee agreed to submit the following recommendation to City Council for approval:

That the additional funding of \$60,000. required to fund the approved 1990 Copps Coliseum project "Installation of a Satellite Earth Station", be provided from HECFT'S Reserve for Capital Projects.

Alderman Copps requested that she be recorded as opposed.

(b) H.E.C.F.I. COMPREHENSIVE AUDIT

As outlined in a report of Mr. G. Macaluso, Managing Director/CEO, and Patricia Bennett, Secretary to the Board of Directors dated 1991 February 22, the Committee agreed to submit the following recommendations to City Council for approval:

That responses to fifty-five (55) recommendations contained in the Comprehensive Audit, attached hereto at Appendix "F", be received.

NOTE: The recommendations were ratified by the H.E.C.F.I. Board of Directors at its meeting held 1991 February 22.

It should be noted that four additional recommendations have yet to be responded to (recommendation numbers 3; 3.3; 8.1 and 9.1; attached hereto as Appendix "G"). These recommendations will be reviewed by the Board at a special workshop to be scheduled in the near future.

9. THE PARKING AUTHORITY OF THE CITY OF HAMILTON

As outlined in a report of the Treasurer dated 1991 March 1, and a report of Mr. Peter Baker, General Manager of The Hamilton Parking Authority, dated 1991 February 27, the Committee agreed to submit the following recommendations to City Council for approval:

- (a) That a contract in the amount of \$344,880.39, including the cost of contract administration, be awarded to King Paving, being the lowest acceptable of four (4) tenders received, for improvements to Municipal Carpark #67 (bounded by Queen, Hess, Peter and Napier Streets).
- (b) That this expenditure be financed from Account Centre No. CF 908545001.
- (c) That the shortfall of \$37,248.89 required to complete the improvements to Carpark #67 be funded from the balance available in the "Property Acquisition" Account No. 708445001 related to the same project.

Alderman Copps requested that she be recorded as opposed.

10. DIRECTOR OF PROPERTY - PROPOSAL CALL FOR USE OF WEST AVENUE SCHOOL

As outlined in a report of the Director of Property dated 1991 March 4, the Committee agreed to submit the following recommendation to City Council for approval:

That proposals be called, through the placement of an advertisement in The Hamilton Spectator and Brabant Newspapers, for the use of the former West Avenue School by non-profit social, charitable and community based organizations.

11. PUBLIC MEETING - BY-LAW RESPECTING BILL POSTERS AND BILL DISTRIBUTORS

The Committee had before it a report of the Secretary of the Handbill Sub-Committee dated 1991 February 4 containing the following recommendations:

- (a) That the attached final Draft By-law to replace Schedule 19, to Licensing By-law 79-323 Respecting Bill Posters and Bill Distributors, be enacted by City Council.
- (b) That, upon enactment of the attached By-law, a letter be forwarded to Canada Post Corporation ("Canada Post") requesting voluntary compliance with the provisions of the By-law in the delivery of advertising flyers and handbills.
- (c) That the Honourable Harvie Andre, Minister Responsible for Canada Post Corporation, be requested to amend the Canada Post Corporation Act, Revised Statutes of Canada 1985, Chapter C10, to require compliance with Municipal By-laws regulating the distribution of flyers and advertising material.

Mr. Ron A Sabo, Assistant City Solicitor, Law Department gave a brief overview of the Draft By-law. He explained that the draft is a proposed amendment to the licensing by-law, which adds regulations governing the distribution of handbills, such as advertising flyers. The by-law was prepared according to the specifications of the Handbill Sub-Committee and included minor housekeeping changes to the rest of Schedule 19, to both incorporate the suggested amendments received at a public meeting on an earlier Draft By-law and to clarify the wording of the Schedule which has not been updated since at least 1979.

The intention of the proposal is to control unwanted distribution and problems caused thereby, including litter, unwanted advertising, nuisances from delivery persons damaging property and stacks of paper indicating the residents are absent. The Sub-Committees major concern is commercial advertising and the By-law only exempts those businesses which deliver their own advertising. This was a policy decision and relates to the fact that businesses will be reluctant to offend customers by improper delivery.

The Committee was also in receipt of the following material:

- a) a petition signed by 40 individual residents in Ward 8 supporting the proposed by-law;
- b) a letter from Mr. Kevin O'Neill, 79 Tuxedo Avenue South, supporting the proposed by-law.;
- c) a letter from Mrs. Judy Bennett, 18 Garfield Avenue South, in support of the proposed by-law.

Mrs. Barbara MacLeod, member of the Keep Hamilton Clean Committee, appeared before the Committee urging the passing of the proposed by-law.

Mr. F. W. George Moore, Vice-President and General Manager, Netmedia Enterprises, appeared before the Committee suggesting that one of the following recommendations be acted upon at this time:

- 1. that no new "handbill by-law" be passed;
- 2. that a revised version of the current handbill by-law be passed with no new licensing requirements or exemptions, no use of signs, but including items on distributor identification, where to walk and methods to avoid litter at time of distribution;
- 3. that the matter be deferred to next year to see what happens in Montreal and Toronto, particularly observing actions by Canada Post.

Mr. Dave Copeland, Advertising Director, The Hamilton Spectator, was in attendance and advised that The Hamilton Spectator wants to go on record as supporting the Keep Hamilton Clean Committee's concern and purpose of making recommendations concerning littering, dumping, defacing public property, illegal postings, graffiti, etc., and generally on keeping Hamilton clean as stated in their recent brochure.

He stated that the exemptions noted in the Draft By-law, in the opinion of The Hamilton Spectator, renders the purpose of the By-law ineffective. In an editorial that appeared in The Hamilton Spectator on 1991 January 3rd it was stated, and he quoted, "Canada Post reports no fewer than 1.1 billion pieces of addressed advertising mail and 1.6 billion pieces of the unaddressed kind were delivered last year. That is an average of 343 pieces per household per year."

According to the 1990 Census figures for the City of Hamilton there are 117,925 occupied dwellings which last year would have received 40,448,275 pieces of advertising mail or handbills that would be exempt from the proposed by-law as it is now drafted.

- (a) That the City of Hamilton resolve Ontario Court of Justice (General Division) Action No. 14840/89 by the payment to the Plaintiff, Ankiaca Zec of the sum of \$2,500.00 inclusive of all damages, interest and costs.
- (b) That the Plaintiff be required to provide a Full and Final Release to The Corporation of the City of Hamilton in a form satisfactory to the Law Department.
- (c) That Ontario Court of Justice (General Division) Action No. 14840/89 be dismissed without costs.

The remaining items on the In-Camera Agenda were deferred to the next meeting.

16. CITIZEN INTERVIEWS FOR APPOINTMENT TO THE FOLLOWING SUB-COMMITTEES

Following a full afternoon of interviews, the Finance and Administration Committee approved of the following citizen appointments to the Committees listed below, for a term to expire 1994 November 30.

Advisory Committee on Equitable Representation on Committees, Boards & Commissions:

Ms. Mary Lou Johnston
Ms. Anna Sbrissa
Ms. Sandra Wilson

English Language Sub-Committee:

Ms. Rita Bosas
Mr. Clyde Johnson
Mr. Tommy Tarpos
Mr. Donald Thornton
Mr. Bernie Walters
Mr. Jose Zarate

NOTE: Pursuant to the Terms of Reference for the English Language Sub-Committee respecting composition, one (1) member of City Council remains to be appointed.

The meeting then adjourned.

Taken as read and approved,

**ALDERMAN B. HINKLEY, CHAIRMAN
FINANCE & ADMINISTRATION COMMITTEE**

**John Thompson, Secretary
Finance and Administration**

B(i)

CITY OF HAMILTON

- RECOMMENDATION -

MAR 01 1991

DATE: 1991 February 28

REPORT TO: Mr. J. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery, City Clerk

SUBJECT: DESIGNATION OF COUNTRY MUSIC WEEK '91
AS HAVING MUNICIPAL SIGNIFICANCE

RECOMMENDATION:

That in accordance with Section 26 of Regulation 546/90 of the Liquor Licence Act of Ontario, the Council of the Corporation of the City of Hamilton deem the Country Music Week '91 to be held September 11 - 16 1991 to be an event of municipal significance.

BACKGROUND:

Recent amendments to the Liquor Licence Act of Ontario provide that the Liquor Licence Board may extend the hours of sale of liquor during events of municipal significance if the applicable municipal council or its designate has designated the event as being of municipal significance.

With approval of the above noted resolution, liquor licence holders in the City of Hamilton may apply to the Liquor Licence Board for extended hours of operation during the period of the Country Music Week '91, September 11 - 16, 1991.

The determination as to whether or not an individual applicant is granted extended hours rests solely with the Liquor Licence Board. In the event, City Council chooses not to deem this event as having municipal significance the Liquor Licence Board will not entertain any applicants for extended hours.

c.c.: Mayor's Office
Mr. B. Loreto, Law Department
Staff Sgt. Harvey Hicks, Vice Section, Hamilton-Wentworth Regional Police

B(ii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 13

REPORT TO: Mr. John Thompson, Secretary
Finance & Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: DAYLIGHT SAVING TIME

RECOMMENDATION:

That the Mayor be authorized to issue a proclamation proclaiming Daylight Saving Time in the City of Hamilton from 2:00 o'clock a.m. Sunday, 1991 April 07 to 2:00 o'clock a.m. Sunday, 1991 October 27.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N/A

BACKGROUND:

B(iii)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 07 1991

DATE: 1991 March 5

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: CIVIC AWARDS - STEEL CITY RIDERS'
MOTORCYCLE CLUB

RECOMMENDATION:

- a) That civic silver pins be awarded to the following members of the Steel City Riders' Motorcycle Club for winning 1990 Provincial Championships in the following categories:

Brad Lockhard	-	250cc Intermediate Class
Jamie Stercer	-	80cc 'A' Class
David King	-	Super Veteran Class
William Akershoek	-	Novice Class

- b) That the following civic awards be presented to the following members of the Steel City Riders' Motorcycle Club for winning 1990 National Championships in the following categories:

Chad Fleck	-	250cc Junior	-	Civic Gold Ring
Helmut Clasen	-	Veteran	-	Civic Silver Ring
Brad Lockhart	-	250cc and 500 cc Intermediate	-	Civic Silver
				Ring with Diamond Insert
Alan Logue	-	Plus 30 Class	-	Diamond Insert

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Approximately \$600.00 to be financed from Account No. CH 56126 84010

BACKGROUND:

Confirmation of these championships has been received in writing from the Canadian Motorcycle Association.

B(iv)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 11 1991

DATE: 1991 March 11

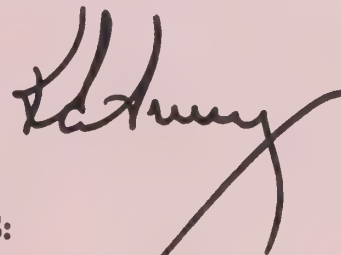
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Luso-Canadian Cultural Council of Hamilton
Use of City Facilities

RECOMMENDATION:

1. That permission be granted to the Luso-Canadian Cultural Council of Hamilton to use the following City Hall facilities during Luso Fest '91:
 - (a) East and west areas of the second floor foyer at City Hall from 1991 May 31 to June 17 for a display of Portuguese artifacts.
 - (b) Council Chambers from approximately 10:00 a.m. to 11:00 a.m. on 1991 June 01 for a Proclamation Ceremony.
 - (c) That the Portuguese flag be flown at City Hall from 1991 June 01-17.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Sufficient funds are available in Account CH 55222-10034 - Use of City Hall by Outside Groups for staff overtime associated with this event.

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

Mrs. R. Morrison
City Clerk's Office

Information Desk

File

B(v)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 11 1991

DATE: 1991 March 11

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Salvation Army Red Shield Appeal Flag

RECOMMENDATION:

1. That the request of the Salvation Army to fly the Salvation Army Red Shield Appeal flag at City Hall during the month of May in recognition of Red Shield Month, be approved.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office

Mr. R. Swan, Manager
Property Maintenance Division

File

B(vi)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 11 1991

DATE: 1991 March 11

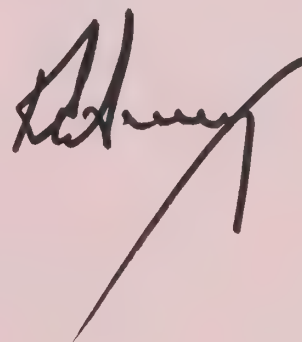
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Canadian Health and Safety Week

RECOMMENDATION:

1. That permission be granted to the Hamilton-Wentworth Steering Committee for Canadian Occupational Health and Safety Week to use Room 233 from 12:00 noon till 5:00 p.m. on 1991, Monday, June 17 for a proclamation ceremony and reception to commence Canadian Occupational Health and Safety Week.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File

B(vii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 14

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Multiple Sclerosis Society of Canada
Use of City Facilities

RECOMMENDATION:

1. That the Multiple Sclerosis Society of Canada be granted permission to use the City Hall forecourt and related equipment on 1991 May 08 at 1:00 o'clock p.m. for a Proclamation ceremony to include a live band performance, hot dog sales and clowns/balloons in recognition of Multiple Sclerosis Carnation Week.
1. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File

B(viii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 14

REPORT TO: Chairman and Members
Finance and Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: HAMILTON & DISTRICT STROKE RECOVERY
ASSOCIATION

RECOMMENDATION:

- (a) That the City of Hamilton purchase a 1/4 page ad in the special issue of the Hamilton & District Stroke Recovery Association's Facts and Information Booklet, "All About Stroke & Recovery", at a cost of \$225.
- (b) That the cost of this advertisement be financed from Account No. CH56302 12000, Advertising City Clerk.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: As above

BACKGROUND:

The City of Hamilton has purchased an ad in this booklet since 1989. The purpose of the booklet is to help better inform the public about strokes, where help is available, new treatment methods, medical and therapeutic advances, hospital visitation programs and other helpful information.

B(i)x)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 18

REPORT TO: Mr. John Thompson, Secretary
Finance & Administration Committee

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: HAMILTON MINOR HOCKEY COUNCIL -
INCORPORATION

RECOMMENDATION:

That City Council consent to the use of the name "Hamilton" in the proposed incorporation of the Hamilton Minor Hockey Council.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N/A

BACKGROUND:

A letter has been received from Mr. Neil Hendry of the law firm of Martin & Martin dated 1991 March 13. Mr. Hendry is acting on behalf of the Hamilton Minor Hockey Council requesting permission to use the name "Hamilton" in order to proceed with incorporation.

c.c. Mr. Greg Maychak, Department of Culture and Recreation
Mr. Neil Hendry, Martin & Martin

B(x)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 15

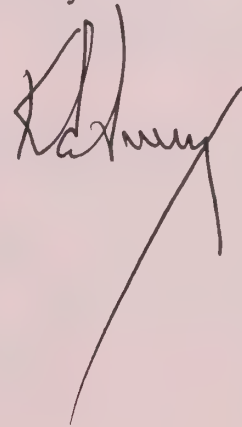
REPORT TO: Mr. J. Thompson, Manager,
Legislative Division

FROM: Mr. K. E. Avery
City Clerk

SUBJECT: Use of City Council Chambers - Amity Goodwill Industries

RECOMMENDATION:

1. That permission be granted to Amity Goodwill Industries to use the Council Chamber on 1991 Friday, April 12 at 2 p.m. to make a public announcement.
2. That the City Clerk be granted the authority to approve of a similar use in future years, provided it does not interfere with any other activity.



FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

N/A

cc: Mayor's Office
Mr. R. Swan, Manager
Property Maintenance Division
Mrs. R. Morrison
City Clerk's Office
Information Desk
File



cc. Steve Morrow.

FEB 19 1991

cc. City Clerk from Mayor Morrow, March 15th, 1991 - Please see below.

~~MAN 31 1991~~

GOODWILL INDUSTRIES

225 KING WILLIAM STREET, HAMILTON, ONTARIO L8R 1B1

TELEPHONE (416) 526-8481
T.D.D. (416) 526-9876

RECEIVED

MAR 15 1991

FEBRUARY 18, 1991

CITY CLERKS

.. Gallagher
on & Honorary
irman of the Board
ss McCrimmon
irman
A. Steed
-Chairman
or B. Morrow
etary
Agro, C.A.
Bracalenti, M.D.
W. Brown
apstick
y M. Cauley
Clark
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D. Hall
amel
L. Hill
e J. House
y M. Lambeth
acDonald, C.A.
R. Oliver
th W. O'Neal
I. Philp
E. Purdy, M.D.
ss Robinson
I Thachuk
Wallace, President
xecutive Director

MR. ROBERT M. MORROW, MAYOR
CITY OF HAMILTON
CITY HALL
71 MAIN STREET WEST
HAMILTON, ONTARIO
L8P 1H9

Dear Mayor Morrow:

This letter is to confirm telephone discussions with your staff re use of City Hall facilities to make a public announcement.

Three local autonomous agencies serving needs of disabled people (PATH Employment Services, Ontario March of Dimes, and Amity Goodwill Industries) are finalizing discussions surrounding the creation of a "programming alliance" wherein all three agencies, while remaining autonomous under their own boards of directors, would jointly plan and deliver services from the Amity building. To the best of our knowledge this will be a first in North America. A given client in any one agency will have ready access to resources of the other agencies.

We expect to have in attendance representatives of Hamilton area local, provincial and federal governments, social service organizations and the media. It is expected that an agreement will be signed at that time setting forth the principles of service. It is also expected that services pursuant to this new model will be commencing within a very few weeks.

All of the above is subject to some modest change. It is definitely premature for any release of information to be made to the public prior to our April 5 event.

To clerk for committee
- please handle -
Sagie

"The gift or bequest you give today helps train people
with disabilities for jobs tommorrow."
Charitable Reg. No.: 0345033-11-14

1 - See supply information

On behalf of the three participating agencies I would like to request the use of [redacted] City Hall for up to 100 participants. We would also be interested in arranging for appropriate [redacted] Our target date and time is [redacted] 12TH

Please advise us as quickly as possible whether these arrangements may be made at that time. We plan to shortly send invitations to our many guests.

Thank you for all past interest and support. We look forward to announcing this new chapter in effective services to disabled people in Hamilton.

Sincerely yours,


Doug Wallace, President
and Executive Director

DSW:mg

C(i)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 08 1991

DATE: 1991 March 6

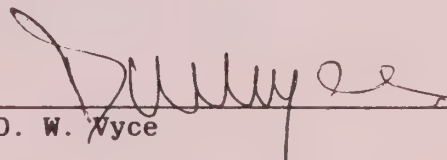
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Use of Four (4) Parking Spaces at the King-Jarvis
Parking Lot by "It's All Greek To Me"

RECOMMENDATION:

- a) That the City of Hamilton renew the lease of four (4) parking spaces at the King-Jarvis Parking Lot by the "It's All Greek To Me" Restaurant (Ms. Margaret Tsangarakis) for the purpose of establishing an outdoor patio restaurant at a rental of \$4,992.00 inclusive of realty taxes for a four (4) month period commencing May 6, 1991 and terminating on September 7, 1991.
- b)
 - (i) That the Lease Agreement contain the proviso that the Lessee will provide the City with liability insurance to the extent of \$2,000,000.00.
 - (ii) That the patio structure to be placed on the subject parking spaces be constructed to the satisfaction of the General Manager of the Parking Authority.
 - (iii) That the Lessee be responsible for any business taxes as the use of the patio restaurant.
- c) That the Mayor and City Clerk be authorized to execute a lease agreement in a form satisfactory to the City Solicitor.



D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The rental fee will be credited to the Revenue Account #PA 44050 91132 (Jarvis Street Parking Lot) for this particular parking lot.

6 March 1991

Finance and Administration Committee

Page 2

BACKGROUND:

Pursuant to Item 12 of the 11th Report of the Finance and Administration Committee, City Council on April 10, 1990 authorized the leasing of four (4) parking spaces for a four (4) month period, subject to the Director of Property establishing a rental fee for this lease. Mrs. Margaret Tsangarakis has advised that she wishes to renew the lease for another term.

This department after consultation with the Parking Authority, negotiated the above mentioned terms with Margaret Tsangarakis of "It's All Greek To Me".

The recommendations are satisfactory to Mrs. Tsangarakis.

c.c. Mr. Lou Sage, Chief Administrative Officer
Mr. E. C. Matthews, Treasurer
Mrs. P. Noé Johnson, City Solicitor
Attention: Sandra Gabruss
Mr. P. G. Baker, General Manager, Parking Authority

(31.4.22-4504)

C(ii)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 12

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

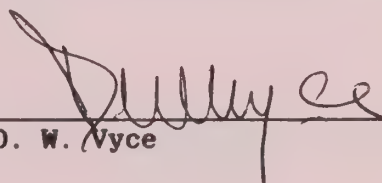
FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Hamilton Eaton Centre
Clock Tower Agreement

RECOMMENDATION:

- a) That The Corporation of the City of Hamilton enter into the Clock Tower Agreement with The Cadillac Fairview Corporation Limited, Cadillac Fairview/JMB Investments Limited Partnership, Compvent Limited Partnership and Eaton Properties Limited ("the Developer") incorporating the provisions set out in the Agreement annexed hereto as Schedule "A" for the purpose of the City leasing to "the Developer" for \$1.00 per annum the clock and bell from the former City Hall for the purpose of reinstalling it in the new Hamilton Eaton Centre. The lease term will be for a maximum of ninety-nine (99) years; however, there are termination privileges as outlined in Section 9 of the Agreement.
- b) That the Mayor and City Clerk be authorized to execute this Agreement.

Note: The Agreement also calls for the payment by the City to "the Developer" of \$46,252.00 towards the initial cost of cleaning, servicing and repairing the clock and bell. The payment of this sum has previously been approved by Council. The work has been completed. The payment will be made upon execution by the City of this Agreement.


D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation.

12 March 1991

Finance and Administration Committee

Page 2

BACKGROUND:

In adopting Section 1 of the 16th Report of the Co-Ordinating Committee, City Council on August 29, 1989, approved of the payment to Cadillac Fairview the sum of \$46,252.00 to cover the initial cost of cleaning, servicing, assembling and installing the former City Hall clock and bell within the tower of the Hamilton Eaton Centre. The clock and bell was carefully refurbished by Excellent Signs & Displays Inc. of London, Ontario and installed in the tower during the Fall of 1990 in time for the opening of the centre.

With the assistance of the firm of Martin & Martin, the City's legal counsel in connection with the Hamilton Eaton Centre development, we have now finalized the formal agreement covering the restoration of the clock and bell, the ongoing maintenance of the clock, and the ownership of same.

Ownership of the clock and bell shall at all times remain the sole property of the City. In essence, therefore, this Clock Tower Agreement calls for a lease of the clock and bell to the Developer for the sum of \$1.00 per year. The Developer covenants and agrees to clean, maintain and repair the clock and bell from time to time in a good and workmanlike manner. The Agreement may be terminated by written agreement of all parties, by the City if the Developer defaults or automatically upon the expiry of ninety-nine (99) years from October 18, 1990.

A copy of the Agreement is attached hereto for your perusal.

Cadillac Fairview has performed admirably in connection with the restoration of the former City Hall Bell and Clock and placement of it within their new development. The City has regained a piece of its history.

Upon Council approval of the formal agreement, the sum of \$46,252.00 will be forwarded to Cadillac Fairview as the City's contribution towards the restoration project.

Attach.

c.c. Mrs. P. Noe Johnson, City Solicitor
Attention: Mr. D. Powers

Mr. E. C. Matthews, Treasurer

Martin & Martin, Barristers & Solicitors
P.O. Box 970, Station A
Hamilton, Ontario, L8N 3P9
Attention: Mr. N. Hendry

CLOCK TOWER AGREEMENT

THIS AGREEMENT made as of the 18th day of October, 1990.

B E T W E E N:

THE CORPORATION OF THE CITY OF HAMILTON

(the "City")

- and -

THE CADILLAC FAIRVIEW CORPORATION LIMITED,
CADILLAC FAIRVIEW/JMB INVESTMENTS LIMITED
PARTNERSHIP, COMPVENT LIMITED PARTNERSHIP and
EATON PROPERTIES LIMITED

(collectively the "Developer")

WHEREAS Eaton Properties Limited is the owner of certain lands described in Schedule "A" hereto;

AND WHEREAS the Developer has a leasehold interest in and is redeveloping the lands described in Schedule "A";

AND WHEREAS the City is the owner of a pendulum clock face and assembly and a bell formerly located in the "Old City Hall" building in Hamilton, Ontario;

AND WHEREAS the clock assembly (the "Clock") is located at City Hall, 71 Main Street West, Hamilton, Ontario, and the bell (the "Bell") is on display at Sam Lawrence Park, Hamilton, Ontario;

AND WHEREAS the Developer proposes to construct a tower on the lands described in Schedule "A" (the "Tower") and to install, display and operate the Clock and Bell therein;

AND WHEREAS the City has agreed to lease the Clock and Bell to the Developer for such purposes and upon the terms and conditions below.

THEREFORE, in consideration of the mutual covenants herein, and of other good and valuable consideration, the parties agree as follows:

1. LEASE OF CLOCK

The City hereby leases the Clock and Bell to the Developer for the purposes of installation, display and operation of the Clock and Bell by the Developer in the Tower.

2. LEASE PAYMENTS

In consideration of the lease of the Clock and Bell, the Developer shall pay to the City the sum of \$1.00 per year.

3. INSTALLATION OF CLOCK AND BELL

The Developer, acting as agent for the City, shall be responsible for arranging the following:

- (a) removal of the Clock from the City's premises;
- (b) initial cleaning, servicing, repair (including replacement of any lost or damaged parts) and assembly of the Clock in good operating condition;
- (c) transportation of the Clock and Bell to the Tower; and
- (d) installation of the Clock and Bell in the Tower in a secure and workmanlike manner.

It is intended that any agreements entered into by the Developer with third parties in connection with the above work shall also extend to, be binding upon and enure to the benefit of the City and the City shall be able, at any time, to enforce all rights and remedies arising in connection with such agreements.

Immediately following such installation, the City shall contribute towards the costs of the foregoing by delivering to the Developer a cheque in the amount of \$46,252.00.

4. CITY'S REPRESENTATIONS AND WARRANTIES

The City represents, warrants and covenants that:

- (a) the City has the lawful right to lease the Clock and the Bell to the Developer in accordance with the terms hereof;
- (b) this Agreement has been duly authorized, executed and delivered by the City.

5. ONGOING MAINTENANCE OF CLOCK

The Developer jointly and severally covenants with the City as follows:

- (a) to clean, maintain and repair the Clock and Bell from time to time in a good and workmanlike manner; and

- (b) to operate the Clock and Bell following installation in the Tower, at the sole cost and expense of the Developer, in such manner as a prudent owner would to ensure that such operation is as continuous as possible and no undue interruption of operation occurs.

Notwithstanding the foregoing, if the Developer deems it impractical to repair any part or parts of the Clock and Bell, the Developer may replace such part or parts provided that the Developer delivers the replaced part or parts to the City for disposal by the City.

Notwithstanding anything to the contrary herein expressed, in the event that in any 12 month period during the term of this Agreement the costs to clean, maintain, repair and operate the Clock and the Bell as aforesaid exceed the amount determined by the Developer to be the cost to clean, maintain, repair and operate a clock and a bell with modern mechanisms similar in appearance to the Clock and the Bell, the Developer shall have the right, but not the obligation of either:

- (a) with the consent of the City, replacing the inner workings of the Clock with a modern mechanism, in order to reduce the costs of cleaning, maintaining, repairing and operating the Clock; provided, however, that the historical face and hands of the Clock are maintained; or
- (b) terminating this Agreement pursuant to Clause 9(d) hereof.

6. CLOCK AND BELL ARE PROPERTY OF CITY

The Developer acknowledges and agrees that the Clock and Bell are and shall at all times remain the sole property of the City and all improvements, repairs and replacements to any part or parts of the Clock or Bell, whether made by the City or the Developer, shall immediately become the sole property of the City and shall be subject to all the terms of this Agreement; provided, however, that in the event that the Developer has made substantial improvements, repairs or replacements in respect of the mechanism of the Clock (save and except, for greater certainty, the historical face and hands of the Clock), such improvements, repairs or replacements shall become the sole property of the Developer.

The parties agree that the Clock and Bell are and shall at all times be and remain personal and movable property regardless of the manner in which they may be attached or affixed to the Tower.

7. COVENANTS OF DEVELOPER

The Developer jointly and severally covenants and agrees with the City as follows:

- (a) to permit access to the Clock and Bell from time to time by the authorized representatives of the City for the purpose of inspecting the condition thereof;
- (b) to effect and maintain all-risks property insurance covering the operation of the Clock and Bell in amounts of not less than 90% of the full replacement cost of the Clock and Bell and liability insurance in the amount of not less than \$2,000,000.00 per occurrence such amount to be reviewed and adjusted every five years from the date hereof by agreement between the City and the Developer and, failing agreement, shall be increased by multiplying \$2,000,000.00 by the year over year increase in the Consumer Price Index published by Statistics Canada (or any successor thereof) in The Consumer Price Trader (or any successor publication thereof) for the period between October 1990 and October of the year the said amount is to be reviewed. . The insurance required by the Developer shall show the Developer and the City as insured parties as their interests may appear and the Developer shall provide proof of such insurance in the form of a certificate of insurance to the City upon installation of the Clock and Bell, and continuously from time to time thereafter at the request of the City;
- (c) to maintain the Tower at all times in good repair and condition consistent with the standards maintained in respect of buildings or structures of a similar age in the City of Hamilton; and
- (d) not to remove the Clock and Bell or any part thereof from the Tower except as permitted by this Agreement and except where removal is required on a temporary basis for the purpose of cleaning, maintenance, replacements or repair.

The Developer shall, at its sole cost during the term of this Agreement, maintain, service, repair, overhaul and rebuild the Clock and the Bell so as to keep the Clock and the Bell in as good an operating condition, state of repair and appearance as when originally delivered to Developer and installed in the Tower, ordinary wear and tear excepted.

8. INDEMNITY

The City shall not be liable to the Developer for any loss or damage to real or personal property (including the Tower), injury or death to persons, or for any costs or expenses whatsoever arising directly or indirectly from the installation, operation, maintenance, repair or removal of the Clock and Bell, excepting only the payment of \$46,252.00 referred to in Clause 3 hereof and any loss or damage arising directly or indirectly from the negligent acts or omissions of the employees or agents of the City or of those for whom the City is in law responsible.

The Developer jointly and severally covenants to indemnify and hold the City harmless from and against all actions, causes of action, interest, claims, demands, costs, damages, expenses or loss which the City may bear, suffer or be put to by reason of any loss or damage to property or injury or death to persons as a result of the lease of the Clock and Bell by the City to the Developer and the installation, maintenance, repair and operation of the Clock and Bell by the Developer, excepting only any loss or damage arising directly or indirectly from the negligent acts or omissions of the employees or agents of the City or of those for whom the City is in law responsible.

9. TERMINATION

This Agreement may be terminated:

- (a) by the written agreement of all parties;
- (b) by the City at its option upon the default of the Developer in any of its covenants or obligations herein, and the failure to remedy such default within such period as may be reasonably specified after receiving written notice of default from the City;
- (c) automatically upon the expiry of 99 years from the date hereof; or
- (d) by either party at any time upon the giving of 180 days written notice; notwithstanding such right of either party, it is intended by the parties that the Clock and Bell will remain in the Tower as long as the Tower is in existence.

10. CONSEQUENCES OF TERMINATION

Upon any termination of this Agreement, unless otherwise set forth in this Agreement, the Clock and Bell shall be returned to the City by the Developer at the expense and risk of the Developer in the event of a termination of this Agreement as a result of a default of the Developer, or the expiration of the term of this Agreement and shall be returned to the City by the Developer, as agent for the City, at the expense and risk of the City upon the occurrence of any other event of termination.

11. NOTICES

Any notices or payments required or permitted to be given under this Agreement shall be sufficiently given if personally delivered or mailed by prepaid registered mail:

(a) to the Developer:

c/o The Cadillac Fairview Corporation Limited
20 Queen Street West,
Toronto, Ontario
M5H 3R4

Attention: Secretary

and

(b) to the City at:

City Hall
71 Main Street West
Hamilton, Ontario
L8N 3T4

Attention: City Clerk

Such notice shall be deemed to have been given on the date of personal delivery or on the second business day after the date on the postal registration receipt.

12. REGISTRATION OF AGREEMENT

This Agreement may be registered by the City on the title to the lands described in Schedule "A".

13. SUCCESSORS AND ASSIGNS

This Agreement shall enure to the benefit of and be binding upon the parties hereto and their respective successors and assigns.

IN WITNESS WHEREOF the parties have executed this Agreement under the hands of their duly authorized officers.

THE CORPORATION OF THE CITY OF HAMILTON

Approved for Execution

MARTIN & MARTIN

PER: *Neil Hardy*

Per: _____
Name: _____
Title: _____

Per: _____
Name: _____
Title: _____

I/We have the authority to bind the Corporation.

THE CADILLAC FAIRVIEW CORPORATION LIMITED

Per: *Donald M. Blair*
Name: _____
Title: _____

Per: *John W.*
Name: _____
Title: _____

I/We have the authority to bind the Corporation.


CADILLAC FAIRVIEW/JMB INVESTMENTS LIMITED PARTNERSHIP, by its sole general partner: Cadillac Fairview/JMB Investments Corp.

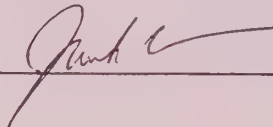
Per: *Donald M. Blair*
Name: _____
Title: _____

Per: *John W.*
Name: _____
Title: _____

I/We have the authority to bind the Corporation.


COMPVENT LIMITED PARTNERSHIP, by its sole
general partner: Cadillac Fairview/JMB
Investments Corp.


Per: 
Name: _____
Title: _____

Per: 
Name: _____
Title: _____

I/We have the authority to bind the
Corporation.

EATON PROPERTIES LIMITED

Per: 
Name: _____
Title: _____

Per: 
Name: _____
Title: _____

I/We have the authority to bind the
Corporation.

SCHEDULE "A"

DESCRIPTION OF LANDS

FIRSTLY:

All of York Boulevard, South Branch, formerly part of Merrick Street, Registered Plan 39, as closed by By-law registered as 403889CD, now designated as Parts 1, 2, 3, 4, and 5, Plan 62R-8518, City of Hamilton, Regional Municipality of Hamilton-Wentworth.

Previously described in Instrument No. 419714CD.

SECONDLY:

Part of Lot 5, Block 5 and Part of 6, Block 5, Plan 39 now designated as Parts 7, 8 and 9, Plan 62R-8518, City of Hamilton, Regional Municipality of Hamilton-Wentworth.

Previously described in Instrument No. 419715CD.

THIRDLY:

Part of Lot 5, Block 5, Plan 39 designated as Part 6, Plan 62R-8518, City of Hamilton, Regional Municipality of Hamilton-Wentworth.

Boundaries of the parcel are confirmed under the Boundaries Act by Plan BA-776 registered as Instrument No. 700CD on January 13, 1976.

Previously described in Instrument No. 496533CD.

FOURTHLY:

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, being composed of Lots Numbers One (1) and Two (2) and Part Lot Four (4) in the Block bounded by James, Merrick, MacNab and York Streets in David Kirkendall's Survey registered in the Registry Office for the Registry Division of Wentworth as Plan No. 39 and part of Andrew Miller's Seven Acre (7 ac.) Tract as shown on plan filed in the said Registry office in Miscellaneous Drawer No. 2 and designated as Part 1 on a Reference Plan of Survey filed in the said Land Registry Office as Plan No. 62R-253.

As abstracted as Jackson Square.

Boundaries of the parcel are confirmed under the Boundaries Act by Plan BA-776 registered as Instrument No. 700CD on January 13, 1976.

Previously described in Instrument No. 489137CD.

FIFTHLY:

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, being composed of part of Andrew Miller's Seven Acre (7 ac.) Tract as shown on a plan filed in the Registry Office for the Registry Division of Wentworth in Miscellaneous Drawer No. Two (2), designated as Part 2 on a Reference Plan of Survey filed in the said Land Registry Office as Plan No. 62R-253.

As abstracted as Jackson Square.

Boundaries of the parcel are confirmed under the Boundaries Act by Plan BA-776 registered as Instrument No. 700CD on January 13, 1976.

Previously described in Instrument No. 489137CD.

SIXTHLY:

ALL AND SINGULAR that certain parcel or tract of land and premises situate, lying and being in the City of Hamilton, in the Regional Municipality of Hamilton-Wentworth, being composed of part of Andrew Miller's Seven Acre (7 ac.) Tract as shown on a plan filed in the Registry Office for the Registry Division of Wentworth in Miscellaneous Drawer No. Two (2), designated as Part 3 on a Reference Plan of Survey filed in the said Land Registry Office as Plan No. 62R-253.

As abstracted as Jackson Square.

Boundaries of the parcel are confirmed under the Boundaries Act by Plan BA-776 registered as Instrument No. 700CD on January 13, 1976.

Previously described in Instrument No. 489137CD.

SEVENTHLY:

Parcel 4-2, Section W-39

THAT PART of Market Square (formerly York Street) as shown on Plan No. 50, now closed by City of Hamilton By-law No. 70-279 dated September 29th, 1970, and registered as Instrument No. 182921 A.B., said Market Square being formerly part of Andrew Miller's Survey (Seven Acre Tract) in the block bounded by York Boulevard (formerly Merrick Street), James Street, Market Square and MacNab Street (now closed) registered in the Land Registry Office for the Land Titles Division of Wentworth (No. 62) at Hamilton, and designated as all of Part 6 on a Plan of Survey filed in the said Land Titles Office, as Plan 62R-2801.

Previously described in Instrument No. 242857LT.

EIGHTHLY:

Parcel 4-3, Section W-39 (Freehold)

THOSE PARTS of Andrew Miller's Survey (Seven Acre Tract) as shown on Plan No. 50, in the block bounded by York Boulevard (formerly Merrick Street), James Street, Market Square and MacNab Street (now closed), and part of Market Square (formerly York Street) now closed by City of Hamilton By-Law No. 70-279 dated September 29th, 1970 and registered as Instrument No. 182921 A.B., registered in the Land Registry Office for the Land Titles Division of Wentworth (No. 62), at Hamilton, designated as all of PARTS 5 and 7 on a Plan of Survey filed in the said Land Titles Office as 62R-2801.

Previously described in Instrument No. 242858LT.

NINTHLY:

Parcel 4-5, Section W-39 (Freehold)

THOSE PARTS of Andrew Miller's Survey (Seven Acre Tract) as shown on Plan No. 50, and part of Lot 4, and an unnumbered Lot according to David Kirkendall Survey as shown on Plan No. 39, both surveys being in the block bounded by York Boulevard (formerly Merrick Street), James Street, Market Square (formerly York Street) and

MacNab Street (now closed), registered in the Land Registry Office Land Titles Division of Wentworth (No. 62) - at Hamilton, designated as all of PARTS 1 and 2 on a Plan of Survey filed in the said Land Titles Office as 62R-2801.

Previously described in Instrument No. 242858LT.

TENTHLY:

Parcel 4-4, Section W-39 (Freehold)

THOSE PARTS of Andrew Miller's Survey (Seven Acre Tract) as shown on Plan No. 50, in the block bounded by York Boulevard, (formerly Merrick Street), James Street, Market Square (formerly York Street) and MacNab Street (now closed), registered in the Land Registry Office (No. 62) - Land Titles Division of Wentworth - at Hamilton designated as Parts 3 and 4 on a Plan of Survey of record in the said Office of Land Titles at Hamilton, as Plan 62R-2801.

Previously described in Instrument No. 72617LT.

:w:mww:89.4403.cadf.agt.nov5

CITY OF HAMILTON

- RECOMMENDATION -

D(i)

DATE: 1991 March 12

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. John Johnston
Commissioner of Human Resources

SUBJECT: Leave of Absence - Ms. Josephine D'Alessandro,
Traffic Department (C-011-091)

RECOMMENDATION:

That a leave of absence be granted to Ms. Josephine D'Alessandro, an employee of the Traffic Department, for the period commencing June 21, 1991 to August 30, 1991.

for John Johnston

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

n/a

BACKGROUND:

Ms. D'Alessandro has requested this leave for personal reasons. Her Department Head and the Chief Administrative Officer are supportive of her request.

CITY OF HAMILTON

- RECOMMENDATION -

D(ii)

DATE: 1991 March 13

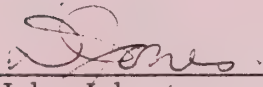
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. John Johnston
Commissioner of Human Resources

SUBJECT: Leave of Absence - Edward Perrett, Traffic
Department (C-012-091)

RECOMMENDATION:

That a leave of absence be granted to Mr. Edward Perrett, an employee of the Traffic Department, for the period commencing March 4, 1991 to April 26, 1991.

for


John Johnston

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

n/a

BACKGROUND:

Mr. Perrett has requested this leave for personal reasons. His Department Head and the Chief Administrative Officer are supportive of his request.

D(iii)

CITY OF HAMILTON

- INFORMATION -

MAR 14 1991

DATE: 1991 March 8

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. John Johnston
Commissioner of Human Resources

SUBJECT: Terms of the Contract between the Corporation of
the City of Hamilton and Off-Site Resources Inc.
(C-008-091)

BACKGROUND:

City Council approved on March 13, 1990, that Off-Site Resources Inc. be selected to supply services to the Employee Assistance Program to commence April, 1990 to March, 1991. Due to a "phasing in" process of this new supplier and a "phasing out" process with the old supplier, we did not actually commence services with Off-Site Resources Inc. until July 1990. Therefore, we would like to advise the Committee that the actual terms of the contract are July, 1990 to June, 1991.

D(iv)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 12

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: John Johnston
Commissioner, Human Resources Centre

SUBJECT: Staffing - Property Department, Architectural
Division (C-010-091)


RECOMMENDATION:

That the Architectural Division in the Property Department be amended as follows:

	<u>Increase</u>	<u>Decrease</u>
Project Manager Non-Union Salary Classification Level "K" (\$42,566 - \$50,107 per annum)		1
Senior Project Manager Non-Union Salary Classification Level "I" (\$50,472 - \$59,471 per annum)	1	
	<hr/>	<hr/>
	1	1

Net change in staff - nil

Cost differential at maximum rates: \$9,364 (1990 rates)

for 

John Johnston,
Commissioner, Human Resources Centre

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

Costs will be defrayed through the existing departmental budget.

BACKGROUND:

At its meeting of February 21, 1991 the Finance and Administration Committee approved the above staffing amendment.

An earlier request on the above subject was received by the Finance and Administration Committee on July 26, 1990. At that time the Secretary of the Committee recommended that the report be tabled pending completion of the Comprehensive Audit, which was underway at that time, and the anticipated retirement of the current incumbent.

On Friday, February 8, 1991 the completed Comprehensive Audit was presented to the Audit Steering Committee, thereby allowing this Report to be submitted for approval and recommendation.

Due to the extended period of the vacancy which unexpectedly has developed into a ten person-month shortage, the Division's work backlog has increased, resulting in a less than timely response to our clients facility requests. This staffing void, coupled with the attendant freeze on other service oriented initiatives, have contributed to a holding pattern in the Division's comprehensive service to the City. The immediate approvals sought in this Report will be a first step toward balancing the workload equation.

The proposed staffing amendment has been included in our 1991 Divisional budget.

We believe the Architectural Division should have the mandate from City Council to be responsible for the development of all the facilities contemplated by the City. However, we also require the manpower and tools to do the job. As a result, we anticipate Council's favourable recommendation with respect to the staffing amendment outlined above.

E(i)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 15

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: FINANCING THE PROPOSED CONSTRUCTION OF AN
INDEPENDENT CONCRETE SIDEWALK ON THE SOUTH SIDE
OF LIMERIDGE ROAD BETWEEN UPPER SHERMAN AVENUE AND
UPPER WENTWORTH

RECOMMENDATION:

That the City Solicitor be authorized to make application to the Ontario Municipal Board for approval to construct an independent concrete sidewalk on the south side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth at an estimated gross cost of \$77,750.00 with city's share of \$12,973.94 to be financed by 1991 capital levy and the balance of \$64,776.06, being the owner's share, to be financed by the issuance of debenture for a period not to exceed 20 years.

It is further recommended that application be made to the Regional Municipality of Hamilton-Wentworth to issue debentures in the amount of \$64,776.06 for a term not to exceed 20 years for the above project.


E.C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation. This project is included in the 1991-1995 Capital Budget Program.

BACKGROUND:

This item will be considered by the Transport and Environment Committee on March 18, 1991.

- c.c. Ms. T. Agnello, Secretary, Transport and Environment Committee
Mr. T. Gill, Acting Commissioner of Engineering
Mr. P. Noé Johnson, City Solicitor
Mr. G. W. Lawson, Treasurer and Commissioner of Finance

FOR ACTION

REPORT TO

T. AGNELLO, SECRETARY
TRANSPORT AND ENVIRONMENT COMMITTEE

FROM

E.M. GILL, P.ENG.
ACTING COMMISSIONER OF ENGINEERING

DATE: March 7, 1991
DEPT FILE: 812-42H
COMM FILE: 3-11.10.2

SUBJECT

Proposed Construction of an Independent Concrete Sidewalk on the
South Side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth

RECOMMENDATION

- a) That the Transport and Environment Committee recommend to City Council that the construction of an independent concrete sidewalk on the south side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth Street be proceeded with as a Local Improvement pursuant to Section 12 of the Local Improvement Act, at an estimated gross cost of \$77,750.00 as provided for in the 1991 portion of the 1991-1995 Capital Budget, City's share (\$12,973.94) and Owner's share (\$64,776.06);
- b) That the Finance and Administration Committee be requested to recommend a source of funds for this Capital Project;
- c) That the Acting Commissioner of Engineering be authorized and directed to construct these works on behalf of the City of Hamilton, once all the necessary approvals have been received; and,
- d) That the City Clerk and City Treasurer be directed to give the necessary notice of the Council's intention to undertake these works.



E.M. Gill, P.Eng.
Acting Commissioner of Engineering

-Page 2-
February 25, 1991

Proposed Construction of an Independent Concrete Sidewalk on the
South Side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth

Cont'd

FINANCIAL IMPLICATIONS

The proposed works are to be rated in accordance with the normal practice. Provision has been made for this work in the 1991-1995 Capital Budget.

The estimated cost per metre for an independent concrete sidewalk is \$86.00. The owners will be charged this rate per metre or the actual cost, whichever is less

BACKGROUND

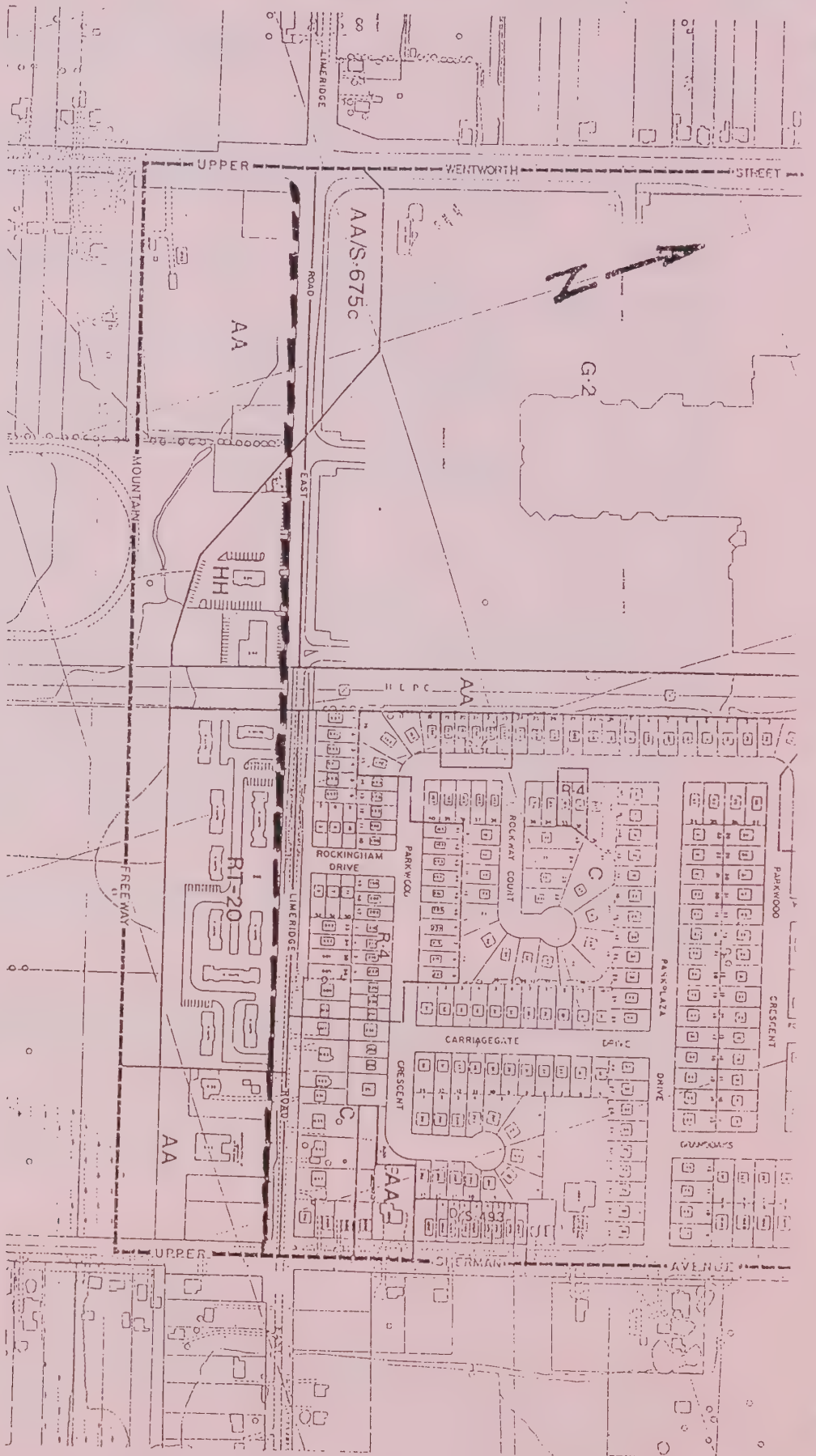
Sidewalks have never been constructed on the south side of Limeridge Road between Upper Sherman Avenue and Upper Wentworth Street. Development on the south side of Limeridge has occurred in the last several years to the point where there is a need to provide sidewalks for pedestrians wanting to access commercial properties on the south side of the street and to travel to the intersection with Upper Sherman Avenue or Upper Wentworth Street to safely cross with the traffic lights to access Limeridge Mall on the north side. The location of the proposed work is shown on the attached plan.

RPM:ja
Attach.

cc: E.C. Matthews, City Treasurer
cc: G. Lawson, Commissioner of Finance
cc: J. Thompson, Secretary, Finance and Administration Committee
cc: P. Noe Johnson, City Solicitor

MAR 11 1991

--- Proposed Concrete Sidewalk



65	18	98
18	130	96
33	118	112

CITY OF HAMILTON

THORNER

ZONING

This is not a Legal Document
For Zoning Verification Please
Contact City Building Department

E(ii)

CITY OF HAMILTON
- RECOMMENDATION -

MAR 11 1991.

DATE: 1991 March 8

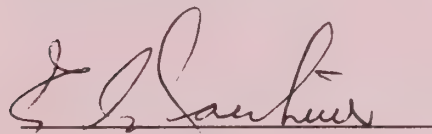
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

SUBJECT: RESERVE FOR TICKET SURCHARGE - COPPS COLISEUM

RECOMMENDATION:

That a new reserve "Reserve for Ticket Surcharge - Copps Coliseum" be created for use by H.E.C.F.I. to fund various projects within the 1991 to 1995 Capital Budget.


E. C. Matthews, Treasurer

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

This reserve will be funded by a surcharge of 50¢ per ticket on admissions to Copps Coliseum, and assist in financing Copps Coliseum capital projects within the Capital Budget.

BACKGROUND:

The H.E.C.F.I. Board approved of this surcharge in October 1990; formal approval of City Council, however, is required to create a new reserve.

F.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 15

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: P. Noé Johnson,
City Solicitor

SUBJECT: Senior Citizen's Centre at Sackville Hill Memorial Park

RECOMMENDATION:

That the attached by-law be enacted by City Council.



P. Noé Johnson

FINANCIAL/STAFFING/LEGAL IMPLICATIONS: N/A

BACKGROUND:

With the adoption of Section 25 of the 25th Report of the Finance and Administration Committee, City Council at its meeting held on the 13th day of November 1990 recommended that the City Solicitor prepare the necessary by-law to authorize the construction of a Senior Citizen's Centre at Sackville Hill Memorial Park, at an estimated cost of \$3,500,000.00. Approval was given by Ontario Municipal Board Order dated the 8th day of February 1991, which was received by our Department on the 15th day of March 1991.

The Corporation of the City of Hamilton

BY-LAW NO. 91-

To Authorize:

**CONSTRUCTION OF A SENIOR CITIZEN'S CENTRE
AT SACKVILLE HILL MEMORIAL PARK**

WHEREAS the Ontario Municipal Board by Order dated the 8th day of February 1991, (File No. E 901383), approved,

- (a) the construction of a Senior Citizens Centre at Sackville Hill Memorial Park at an estimated cost of \$3,500,000.00, and the borrowing of money by way of temporary advances not exceeding in the aggregate such estimated cost pending the sale of debentures, and
- (b) the issuance of the necessary debentures to a maximum of \$3,500,000.00 for a term not to exceed twenty years by The Regional Municipality of Hamilton-Wentworth chargeable to the applicant corporation;

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. The undertaking described as the construction of a Senior Citizen's Centre at Sackville Hill Memorial Park may now be proceeded with in accordance with the Ontario Municipal Board Order dated the 8th day of February 1991.

2. The proper officials of The Corporation of the City of Hamilton are hereby authorized and directed to do all such things necessary to give effect to the said Order of the Ontario Municipal Board.

PASSED this day of A.D. 1991.

City Clerk

Mayor

HAMILTON PUBLIC LIBRARY BOARD

- RECOMMENDATION -

DATE: 1991 March 13

REPORT TO: Alderman Brian Hinkley, Chairperson, Finance & Administration
Committee, City of Hamilton
Attention: John Thompson, Secretary

FROM: Mrs. Margaret MacGillivray, Chairperson, Hamilton Public Library Board
c.c. J. McAnanama, Chief Executive Officer

SUBJECT: HAMILTON PUBLIC LIBRARY BOARD
WORKPLACE DAYCARE

RECOMMENDATION:

1. That the Library Board be given permission by City Council to sell 201 Herkimer Street as this facility is no longer suitable for the Library's intended use as a workplace daycare.
2. That City Council grant permission to the Library Board to enter into a lease for a portion of 10 George Street of approximately 3,000 sq. ft. for the purpose of establishing a workplace daycare.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The workplace daycare will be self-funding through the generation of daycare fees.

The Library Board with the concurrence of the owner of 10 George Street has applied to the Committee of Adjustment to receive a variance on the portion leased on 10 George Street for relief from three (3) parking spaces. The bylaw would require seven (7) parking spaces and four (4) are available.

BACKGROUND:

The Hamilton Public Library Board with Council approval purchased 201 Herkimer Street in late 1988 for the purposes of establishing workplace daycare. This purchase was conditional upon receiving capital start-up costs from the Ministry of Community and Social Services. In the interim, while awaiting funding from the Ministry, the City of Hamilton passed a day nursery bylaw which introduced the requirement of parking. 201 Herkimer is not a facility suitable for the required parking.

This property has retained its use as a triplex and may be reasonably sold on the market. No loss of value will be experienced.

The Hamilton Public Library Board has received confirmation of funding for the start-up of workplace daycare and has identified that space is available at 10 George Street suitable to its needs. If funding is to be received from the Ministry, the project must be approved and started by the end of March 1991.

3(a)

CITY OF HAMILTON

MEMORANDUM

MAR 08 1991

TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

YOUR FILE:

FROM: Ms. T. Agnello, Secretary
Comprehensive Audit Subcommittee

OUR FILE:
PHONE: 546-2729

SUBJECT: Final Report - Comprehensive Audit of the
Real Estate and Architecture Divisions

DATE: 1991 March 7

That the final Report of the Comprehensive Audit of the Real Estate and Architecture Divisions as submitted by Pannell, Kerr, MacGillivray dated January 11, 1991 be approved and forwarded to City Council for approval.

FINANCIAL IMPLICATIONS:

D. Agnello

N/A

BACKGROUND:

The Steering Committee has convened on August 16, 1990 and December 13, 1990 to review draft submissions from the consultants regarding the audit. Through discussion, various amendments, deletions and additions were prepared which have resulted in the presentation of the final report and subsequent approval of the report by the Steering Committee on February 8, 1991. The Comprehensive Audit Subcommittee approved the document on March 6, 1991.

FINAL REPORT

COMPREHENSIVE AUDIT

of the

PROPERTY MAINTENANCE DIVISION

*Prepared for submission to
the Comprehensive Audit Committee*

Pannell, Kerr, MacGillivray
January 24, 1991

Preamble

The comprehensive audit of the Property Maintenance Division was initiated late in 1988 and a draft report was submitted in April of 1989. The Steering Committee for the comprehensive audit met to consider the draft report and the management of the Property Department and Property Maintenance Division reviewed the draft in some detail and prepared a memorandum containing their comments.

In preparing this Final Report the consultants conducted a brief review of the Property Maintenance Division and considered the comments made by the Property Department management on the draft report. It should be noted, however, that the analysis upon which the report is based was completed some 20 months ago and so the descriptions and data it contains may be dated.

Since the submission of the draft report in April, 1989, the Property Maintenance Division has followed up on a number of suggestions contained in the draft and taken its own initiatives to institute changes which have contributed to the Division's effectiveness. Initiatives include:

- development of a more detailed system for evaluating the quality of cleaning and caretaking through the use of checklists and written status reports;
- implementation of a system which makes more effective use of resources by assigning staff to more than one facility where workloads allow;
- compilation of the square footage measurements of cleanable space in 22 primary facilities;
- manual updating of technical data sheets on all major facilities and equipment;
- review of optimal janitorial staffing levels in the City's 22 primary facilities;

- enhanced cleaning supplies inventory control at the 22 primary facilities;
- review of job related tasks of cleaners and development of updated written instructions for each of the 22 primary facilities; and
- increased involvement of Property Maintenance management and supervisory staff in training courses and seminars.

The Division has indicated its intent to pursue other matters discussed in the report as soon as resources and management time are available to do so.

January 24, 1991

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1.0 INTRODUCTION

The review of the Property Maintenance Division was started in December, 1988. The main purpose of the audit were:

- to review the effectiveness of the Division of property maintenance in delivering services for which it is responsible; and
- to recommend ways to reduce the cost of service delivery or improve the quality of service without incurring additional costs.

The review focused upon the internal operations of the Property Maintenance Division. The recommendations reflect the limited perspective which is characteristic of the review of one division within a larger department and organization. The elements of departmental effectiveness which the reviewer examined include:

- management direction;
- relevance of key activities;
- appropriateness of structure and process;
- achievement of intended results;
- acceptance by constituencies;
- secondary impacts;
- costs and productivity;
- financial results;
- working environment;
- protection of assets; and
- monitoring and reporting.

Interviews were conducted with employees of the Division, the Property Department, other city employees, private sectors experts in various aspects of property maintenance, and employees of other cities with responsibilities for property maintenance. The names and titles of the interviewees appear in Appendix I. Key documents concerning the Division's objectives, activities, results, and systems were also examined.

This report is divided in the following three sections:

- the Property Maintenance Division;
- cleaning and caretaking; and
- repairs and maintenance.

In each of the above, there are three sub-sections:

- **observations** - a brief description of the purpose and structure;
- **findings** - specific findings relevant to the effectiveness of the organization; and
- **recommendations** - recommendations for improving effectiveness and/or saving public monies.

2.0 THE PROPERTY MAINTENANCE DIVISION

2.1 Observations

The Property Maintenance Division provides maintenance services to about 200 civic and regional buildings. It also provides the cleaning and caretaking services for about 22 of these buildings.

The Division employs 69 cleaners and caretakers, 3 supervisors of cleaning and caretaking, approximately 8 maintenance staff (this number increases or decreases depending on need), 1 maintenance co-ordinator and 3 office staff--all of whom report to an assistant manager and a manager of property maintenance.

In addition, the contract security service as well as a large number of maintenance contractors (e.g., electrical repair, refrigeration, control systems, elevator servicing) report to the manager of this Division.

The budget for this Division was \$5.2 million in 1988. It charges back its services to some building tenants (e.g., regional government) and is charged for services rendered by other city departments (e.g., Central Utilities does its boiler repairs at City Hall).

2.2 Findings

When the information for the report was collected in late 1988, the Manager had been in this Division for four years--three years as an Assistant Manager and one as Manager. The Assistant Manager arrived here from Oakville only three months ago, and the Maintenance Coordinator who reports to him started two months ago.

Both the Manager and the Assistant Manager have had many years of experience in the maintenance and repair fields, but they both lack formal training in property management and are not members of the professional associations in this field.

The consultants observed that no calculations of the number of usable square feet in the buildings being serviced were available. This suggests that standard measures of efficiency and effectiveness are not considered in the preparation of annual budgets. While budgets must take into account a number of different factors and reflect previous experience, external standards provide a set of benchmarks which may indicate problem areas or opportunities for cost savings. Private sector property managers and growing numbers of public sector managers rely heavily on industry standards in the preparation of annual budgets, although historical data is also taken into account.

For purposes of this review, the amount of usable space in the city hall building and the health complex building was determined. The number of square feet in these two buildings were calculated by the cleaning supervisors. To verify these figures, a secondary check was made of the size of the floors calculated by the property department to charge the regional government for its use of space in the City Hall and the Canadian Mental Health Association for the space it uses in the Health Centre. The figures only varied to the extent that there may have been some minor differences in the measuring of washroom space or some minor corridor space.

The yearly cost for operations and maintenance for each building were then calculated for each of several standard cost categories. These figures were compared to the average costs incurred in buildings of similar sizes operated by government and by the private sector in Canada.

As the figures below indicate, the costs of operating Hamilton city buildings appears to be higher than average. There may be a variety of reasons for this: the nature of the space

being cleaned, the fact that overcrowding exists in some City facilities, the standards applied to public spaces, wage rates, union arrangements, the extensive after hours use, accounting practices which include non standard items, etc. However, the fact that costs are above average suggests that the Property Maintenance Division should be aware of what industry standards are and why the City may vary from those standards. Variance from industry standards may also indicate areas where cost saving opportunities may be found.

Operating and Maintenance Costs Per Square Foot

BUILDINGS	CLEANING AND CARETAKING	REPAIRS AND MAINTENANCE	UTILITIES	ROADS, GRNDS & SECURITY	ADMIN.	OPER. COST PER SQ. FT.	NO. OF BUILDINGS
HAMILTON CITY HALL	\$2.50	\$1.48	\$1.28	\$0.56	\$0.06	\$5.87	1
HAMILTON HEALTH BUILDING	\$4.44	\$0.74	\$1.43	\$0.28	\$0.03	\$6.93	1
GOVERNMENT OF CANADA	\$0.71	\$1.38	\$1.20	\$0.08	\$0.08	\$3.39	8
CITY OF PETERBOROUGH	\$0.73	\$1.78	\$1.39	\$0.28	\$0.00	\$4.06	3
CITY OF TORONTO	\$0.84	\$1.21	\$1.16	\$0.47	\$0.20	\$3.75	10
TORONTO PRIVATE SECTOR	\$1.09	\$1.09	\$2.14	\$0.42	\$0.63	\$5.38	7
OTTAWA PRIVATE SECTOR	\$0.63	\$0.69	\$1.38	\$0.09	\$0.50	\$3.18	9

The last column on the preceding table indicates the number of buildings involved in calculating the average (i.e., median) costs per square foot. These represent 1987 figures and the Hamilton figures are taken from the 1988 budget. The comparisons in the table here are with buildings of between 100,000 and 300,000 square feet (Hamilton City Hall is 152,875 square feet). The Hamilton Health Building is only 17,190 square feet so the figures are not directly comparable. However, they are not very different. For example, four Canadian government buildings located in suburban Toronto, and averaging 22,000 square feet each in size, have total operating expenses of \$3.88 per square foot. This is 1.2 times higher than the \$3.39 per square foot which the government pays to operate buildings

of between 100,000 and 300,000 square feet (see row 3 in the table above). The Health Building, in contrast, is 2.0 times higher in cost.

Detailed breakdowns for the O & M costs of the City Hall and the Health Building and of the comparison buildings are in Appendix II and Appendix III (e.g., elevator servicing is \$0.24 per square foot for City Hall and ranges from \$0.04 to \$0.12 per square foot for the Government of Canada buildings). Note that the figures for comparison buildings which are presented in Appendix III, present not only the average costs per square foot, but also the low and high end of the middle 50% of the distribution. This helps the reader gain some appreciation of the range of variability in responses (e.g., of 8 Canadian government buildings, the high and low end of the cleaning costs for the four buildings in the middle of the cost distribution were, respectively, 88 cents a square foot and 42 cents a square foot). A further explanation of these statistics is in Appendix III.

The issue is not so much that the operating costs for the Hamilton city buildings seem a bit higher than the industry standard (there may be a number of good explanations for this) but that figures such as these have not been used in the past as a management tool to either justify current expenditures or pinpoint the need for areas of investigation.

One may wish to assume that precise comparative data must be available (e.g., a sample of City Halls of approximately the same height and age as the one in Hamilton) before any solid conclusions can be drawn about the figures presented in this section. This may be an exercise the Manager of the Property Maintenance Division may wish to pursue. As a starting point, however, it would seem reasonable to arrange for a review of the BOMA Experience Exchange Report produced by the Building Owners and Managers Association International. In 1987, this report presented income and expense data from over 4,000 office buildings throughout the United States and Canada. Of course, the standard statistical breakdowns of location, height, age, ownership, agency management, type of heating and size are included in the report. Additional data analyses can be requested from

the publishers. However, these finer levels of analysis may be most accurately done by having city employees collect data from other cities.

2.3 Recommendations

- The Manager of Property Maintenance should review, with an appropriately qualified city engineer, the need to undertake a systematic annual review of the need for, and the quality of, services being delivered under contract in highly technical areas, such as elevators and electrical control systems.
- The Manager of Property Maintenance should implement a system for evaluating the quality of cleaning and caretaking work, review costs in light of industry standards, and develop options for reducing costs to be discussed with the Director of the Property Department.
- The Manager of Property Maintenance should use industry standards to reassess his current budgets for repairs and maintenance and prepare variance reports to justify and/or correct significant deviations;
- The managers in this Division should be encouraged to join the appropriate professional associations and to maintain contacts with their counterparts in other cities to exchange information about costs, techniques, products and contractors in this field.

3.0 THE CLEANING AND CARETAKING UNIT

3.1 Observations

This unit provides cleaning and caretaking services for 22 civic buildings. In addition to ensuring a clean and attractive workplace for city employees and members of the public, they operate a preventive maintenance program to reduce the rate of wear and tear on building premises.

Thirty-three caretakers and thirty-two part-time cleaners are supervised by a day Supervisor and a night Supervisor. These shift Supervisors report to the Supervisor of Cleaners. This team services 22 buildings.

The caretakers work 38 3/4 hours at \$11.17 an hour, plus \$0.45 an hour for afternoon or weekend work. The cleaners work 17 1/2 hours per week at \$8.53 an hour. The total salary and wages in 1988 for all non-supervisory workers in this unit was \$1,009,597. With benefits at approximately 16%, the total is \$1,171,133.

They use about 35 vacuums and 30 buffers. This equipment is old and is now in the process of replacement at a rate of one or two units a year.

The value of cleaning supplies used in 1988 totalled about \$50,540.

In addition to cleaning premises used by the city, they provide cleaning services to the regional government and to other organizations which rent space from the city, such as the Canadian Mental Health Association.

They do not clean all city buildings. For example, the Board of Education is contracted by the city to clean nine recreation centres. Culture and Recreation handles some of the

part-time caretaking and cleaning in the smaller rinks. Depending upon the time of year, they may also do this in conjunction with assistance from the Cleaning and Caretaking Unit. Five of the historic sites are also cleaned directly by Culture and Recreation or by contractors which they engage. Some private-sector firms are engaged directly to do the cleaning of city buildings (e.g., Federated Cleaners does Copps Coliseum and Metropolitan Cleaners does the Hamilton Public Library).

3.2 Findings

Overall, there appears to be room for improvement in the management of the cleaning services unit. Comparisons of efficiency measures used in this business indicate that costs are higher on average than one would find in other municipal or federal government buildings. Also, management techniques or systems which are commonplace in this industry are not in use in this unit.

This is not to suggest that the supervisors of this unit have not been conscientious; they have followed much the same management practices as their predecessors. They have generally worked their way up through the system as cleaners or caretakers and have learned their management skills on the job. They have no budget for professional development and have no explicit job responsibility to seek out information from other municipalities or from the private sector regarding costs and management practices.

They are responsible for motivating and directing a large number of employees whose skills and job status are sometimes not respected by other city employees. This situation can present a significant challenge to any manager.

The findings which are favourable include:

- the cleaning unit operates within its budget and receives few complaints about the quality of service being provided;

- the supervisors have considerable credibility with their staff, having worked their way up through this business from entry level positions;
- staff turnover is not as high as that experienced in the private sector; and
- supervisors are conscientious and flexible.

Our concerns are as follows:

- common standards of performance which are widely used in the cleaning industry are not used by any of the three supervisors;
- the per square foot cleaning cost in the two buildings sampled for this study was 3 times higher, in one case, and almost 7 times higher, in the second case, than the average costs for cleaning for a sample of 21 government buildings;
- industry standards for light cleaning in offices range from 3500 to 4000 square feet per hour; but in one building, Hamilton city cleaners do 2250 sq. ft./hour and in the other they clean 1100 sq. ft./hour;
- much of the equipment is over ten years old. There are no systematic plans for replacement based on repair records or age and no serious consideration of the cost savings or quality of improved service which can be achieved through the purchase of new high speed buffers;
- supplies are renewed in each building on a request-from-caretaker basis and are renewed in the main cleaning supplies storeroom as they run low. Journal entries by supervisors document where supplies are distributed; but no monthly accounting is kept of usage by building, and no accounting is kept, or policies set, for inventory levels in either the buildings or the cleaning supplies storeroom;
- supervisors have no system, plan, or checklist to ensure that cleaning which must be done more than once daily (e.g., City Hall restrooms) or less than once daily (e.g., light fixtures) actually occurs when needed. Such plans are industry standards;

- supervision forms to document the date of visits by supervisors and the quality of cleaning work done in specific areas are not useful as management tools because they are too general and are not always completed on a regular basis;
- the supervisor of cleaners does not set and monitor specific standards for the shift supervisors regarding buildings visited per shift or work quality measures.

3.3 Recommendations

The efficiency of the Cleaning and Caretaking Unit appears to be below industry standards. While there may be valid reasons for this variance from industry standards, it warrants serious review. Our preliminary look suggests that improvements in management practices and information systems should be a priority.

The analysis indicated that the average staff square foot coverage is low and this suggests that cleaning standards may be too high or there may be an element of overstaffing. As an example, industry standards of "feet cleaned per hour" indicate that the staff at city hall are working at a 55% efficiency level. If the City Hall could be cleaned by 12 workers instead of 22, the savings in salary each year would be approximately \$93,000 (assuming \$8.53/hr., plus \$1.36 in benefits).

Reducing the number of City Hall caretakers by half would save another \$50,000 per year in this one building. While some of the buildings require a full-time caretaker during the day, one might also look at the possibility of assigning one person to handle two or more buildings. This is now being done in just one case. Of course, staff reductions through attrition or cuts or contracting out are not the only solutions. With better supervision, for example, a much higher standard of cleaning could be achieved with the same number of staff, or the caretakers job could be enriched by having them take on other responsibilities for the maintenance unit. This unit should:

- create a basis for industry comparisons by documenting the basic units of measurement (e.g., square feet of floor, type of floor cover, number and size of washrooms, corridor usage) for estimating time and cost of service;
- collect information from other cities regarding the time and effort needed for special-use properties, like arenas;
- set performance objectives in terms of cost and area cleaned based on industry standards and information collected from other cities;
- develop a system for documenting the critical factors for each significant piece of equipment, such as location, age, repair record, probable date for replacement, and time and cost advantages of purchasing more technologically advanced equipment;
- develop a human resource management plan which identifies ideal staffing levels and which is reflected in future hiring or contracting practices;
- develop an inventory control system to record supplies on hand, time cushion for replenishment, and usage rates by building;
- prepare checklists of activities, schedules of work, or procedures for cleaning and caretaking work in each building and collect regular status reports from the day and afternoon supervisors; and
- implement an evaluation system to ascertain client perceptions as to the quality of cleaning and caretaking on a regular (perhaps every 6 months) basis.

4.0 REPAIRS AND MAINTENANCE UNIT

4.1 Observations

This unit operates a preventive maintenance program, advises on maintenance requirements, and provides 24-hour maintenance services to about 200 civic and regional buildings. In addition, the unit carries out renovations to buildings as required.

The unit consists of eight individuals (not including office staff) who report to the Assistant Manager and the Manager of the Property Maintenance Division. Four individuals--three maintenance men and one labourer--are full-time city employees. The other four--two carpenters, one plumber and one painter--work full time but are contract workers. Depending upon the work load, additions or cuts to these contract workers can be made on short notice.

The tradesmen on contract receive about \$24 an hour, including benefits. The city employees receive about \$22 an hour, including benefits. There are minor variations due to differences in job designation, job functions and union rates for the trades. The total tradesmen wage budget for these workers in 1988 was approximately \$576,177.

Much of the maintenance work is done by contracting with private sector firms. For example, there are contracts for servicing electrical equipment, fire equipment, elevators, refrigeration, and air conditioning. The total value of such contracts in 1988 was approximately \$520,000, including utilities.

In addition, there are numerous contractors who undertake small maintenance and repair jobs when the regular staff are too busy. There is one contractor, for example, who undertakes much of the emergency repairs of steps on city buildings. The total value of such payments in 1988 was approximately \$350,000.

Other maintenance work is undertaken by other municipal departments and charged back to this department. For example, the central utilities plant staff handle the City Hall boiler room inspections, and Maintenance and Public Works does the grounds maintenance. The total value of these charge backs in 1988 was approximately \$169,230.

4.2 Findings

The operations and maintenance costs for buildings are a function of such factors as structural aspects, location, design--and the efficiency and effectiveness of repair and maintenance services. Although the costs of operations and maintenance for two key Hamilton buildings are higher than the average figures presented in the recent Building Owners and Managers Association report, it is difficult to determine whether this is due to the operations of the Division or other factors.

It is always difficult in comparing O & M costs against standards to determine whether one is comparing apples and apples or apples and oranges. The detailed study which would be required by the review team to ensure that all statistics could or could not be accepted at face value would be out of proportion to the potential savings. Therefore, the statistics are merely presented with the understanding that it will be management's role to either work at reducing costs to standard, or to justify why the nature of the buildings, the standards of service desired, or other factors beyond his control do not permit further cost reductions.

In terms of positive findings, it was noted that:

- the procedure of assigning job numbers and recording time and expenses against particular jobs and buildings provides useful records of the application of resources and the types of work done;
- the absenteeism rate among the tradesmen is extremely low;

- keeping tradespeople on contract provides the flexibility for the department to occasionally undertake major renovations or deal with major maintenance breakdowns without having to carry a large salary overhead during times of low service demands;
- all job assignments are routed through the Manager or the Assistant Manager, but office staff are given the authority to assign staff to deal with emergency projects when the managers are not available;
- office staff are sufficiently familiar with the work of the department that they can pre-screen all invoices for time and expenses to determine if the charges are reasonable;
- all invoices are currently reviewed by the Manager of the Division before being processed for payment; and
- meetings are held between the Director of the Property Department and the Manager of the Property Maintenance Division about every two weeks before Council meetings to review key projects.

Some of the areas for concern are:

- managers are kept so busy dealing with crises that they have almost no time to systematically supervise their foremen or the jobs in progress;
- the official list of about 2000 jobs per year is unofficially estimated by the manager to be approximately 4000 jobs, but the present information systems do not permit easy access to information about costs, time or duties associated with these extra jobs;
- there are poor or no controls on the materials inventory maintained by the Division, either on the trucks or at the office;
- all standard measures of efficiency in the property management field are calculated on a square-foot basis. No one in this Division has calculated the square-footage of the buildings they

maintain or is a member of a professional association which can provide comparative cost figures;

- the managers of this Division are not in touch with provincial ministry experts or other municipalities concerning measures of cost efficiency or the organization of maintenance and repair services for special cases such as arenas and recreation centres; and
- the job training plans for the new assistant manager and the new maintenance coordinator were still ad-hoc several months after their employment.

4.3 Recommendations

- Improve the job record information system to enable easy access to information about the amount and type of work and expenses incurred for maintenance and repairs on each major city building or facility.
- Keep a record of management spot-checks of the actual need for repairs which are ordered by telephone, the expenses incurred by workmen, the time recorded and the quality of work done.
- Ensure that there is a check list for what to ask about, what to watch for and what should be done on each of the major maintenance contracts. This information will be part of the log kept on each major piece of equipment. It will be used for supervisory purposes and to train new staff.
- Maintenance management requires special skills and knowledge which are too complex to acquire by on-the-job exposure. The new Assistant Manager and Maintenance Co-ordinator should attend training courses to assist them in keeping up with the developments in their field.
- Management should be encouraged to initiate and maintain communications with other cities to collect and document comparative information on contractor management, equipment breakdowns, and servicing costs and policies for any major cost item (e.g., refrigeration).

APPENDIX I

LIST OF NAMES AND TITLES OF INTERVIEWEES

LIST OF NAMES AND TITLES OF INTERVIEWEES

NAME	TITLE
Robert Swan	Manager, Property Maintenance Division
Ivan Carter	Assistant Manager, Property Maintenance Division
Mona Long	Office Manager, Property Maintenance Division
Linda Ames	Stenographer 2, Property Maintenance Division
Lorraine Campbell	Clerk Typist 2, Property Maintenance Division
Mathew Repasi	Supervisor of Cleaners, Property Maintenance Division
Don Pearson	Supervisor of Cleaners II, Property Maintenance Division
Joan Orford	Supervisor of Cleaners II, Property Maintenance Division
Fred Eckenrath	Maintenance Co-ordinator, Property Maintenance Division
John Avery	Assistant to Manager, Purchasing Division
Tom Bradley	Manager, Purchasing Division
Roy Hamel	Manager of Budgets, Finance Division
John Crane	Director, Copps Coliseum, Hamilton Entertainment and Co-invention Facilities Inc.
Bill Fletcher	Cleaning Supervisor, Copps Coliseum, Hamilton Entertainment and Co-invention Facilities Inc.
Michael Watson	Manager, Real Estate Division
Lou Sage	Chief Administrative Officer, Chief Administrator Officer's Office
John Drain	Purchasing Manager. City of Ottawa and Ottawa Region

Bill Andrews	Contracts Management, Purchasing Department, City of Ottawa
Ernie Seguin	Manager, Building and Engineering Maintenance Department, City of Ottawa
Brant Edwards	Purchasing, City of London
Mike Cousins	Property Manager, Nova Scotia Bank Building, Toronto
Mike Horgan	Hurley Brothers Cleaners, Toronto
Dave McCoy	Hurley Brothers Cleaners, Hamilton
Henry Levinsky	Supervisor, Columbia Building Maintenance, Toronto
Frank Wynia	Manager of Cleaning Contractors, Camp Borden, Ontario
John Keys	Modern Building Cleaners, Ottawa
Mike Watt	Modern Building Cleaners, Ottawa
Lee Sams	Manager, Metropolitan Cleaners, Hamilton

APPENDIX II

OPERATIONS AND MAINTENANCE COSTS:

CITY HALL AND HEALTH BUILDING

CITY HALL (1988)

152,875 square feet

EXPENSE

COST/SQ. FT.

Cleaning

Salaries, wages & benefits (1.0 supervisor)	\$348,065
Cleaning supplies	17,670
Window cleaning	14,210
Pest control (garbage/pest)	1,620

TOTAL	\$381,565	\$2.50
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Repair/Maintenance

Operating supplies	\$ 5,750
Small tools/accessories	3,930
Repairs/Main. - boiler room	35,900
Repairs/Main - building	46,800
Repairs/Main - contracts	25,820
(Honeywell, clocks, fire alarms, lighting, info desk)	
Repairs/Main - electrical equipment	10,000
Servicing - fire equipment	1,060
Repairs/Main - electrical (non-contract)	10,800
Repairs/Main - other (elevator)	36,550

EXPENSE

COST/SQ. FT.

Repairs (con't)

Paint interior/exterior	\$ 10,000
Repairs (concrete walls, west forecourt)	20,000
Re-upholster furniture	2,000
Replace 4 vacuums	1,800
Roof Maintenance	8,000
Other Maintenance	7,150

TOTAL	\$225,560	\$1.48
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Utilities

Water rates & sewer surcharges	\$ 24,170
Fuel	171,290

TOTAL	\$195,460	\$1.28
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Roads, Gardens, Security

Security (City Hall, ADT Security)	\$ 37,540
Xmas light standards/lights	1,000
Repairs/grounds, indoor plants	47,250

TOTAL	\$ 85,790	\$0.56
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EXPENSE

COST/SQ. FT.

Administrative

Office supplies/stationary	\$ 430	
Payroll (10% one supervisor)	4,472	
Uniforms, clothing, accessories	310	
Insurance	2,000	
Rental - car pool (10% of \$14,040)	1,404	
Rental - pagers (1 of 8 pagers)	239	
TOTAL	\$ 8,855	\$0.06
TOTAL CITY HALL	\$ 897,230*	\$5.87

*The figure which appears in the 1988 budget is considerably higher because it includes the expense of the telephone exchange, all supervisors in the Division, rental cars and pagers. All adjustments to the budget figures for this analysis were verified by the Manager of Property Maintenance. He also provided the figures for expenditures on external contractors in section 7.1.

HEALTH BUILDING (1988)

17,190 square feet

EXPENSES CATEGORY

COST/SQ. FT.

Cleaning

Salaries, Wages & Benefits (no supervisors)*	\$71,050	
Cleaning Supplies	3,130	
Pest Control	70	
Window Cleaning	2,130	
TOTAL	\$76,380	\$4.44

Repair/Maintenance

Building	\$ 8,950	
Contracts (Honeywell Refrigeration)	3,770	
TOTAL	\$12,720	\$0.74

Utilities

Water Rates & Sewer Surcharge	\$ 740	
Light & Power	12,140	
Fuel	11,750	
TOTAL	\$24,630	\$1.43

*This is a very conservative position. Some supervision and administration time is obviously required since there is not even a lead hand or foreman on site.

EXPENSE		COST/SQ. FT.
Roads, Gardens, Security		
Repair - grounds	\$ 3,030	
Install Security Screens	1,800	
TOTAL	\$ 4,830	\$0.28
Administrative		
Operating Supplies	\$ 260	
Insurance	240	
TOTAL	\$ 500	\$0.03
TOTAL HEALTH BUILDING	\$119,060	\$6.93

APPENDIX III

EXAMPLES OF INDUSTRY STANDARDS

The material in this appendix is from the 1987-BOMA Experience Exchange Report. This report was purchased for Hamilton by a city employee, John Crane, who is a member of the Building Owners and Managers Association International.

Overview of the 1987 Experience Exchange Report Survey Data

The 1987 Experience Exchange Report (EER) includes data for over 4,000 office buildings located throughout North America. This sample includes 3,246 U.S. private sector properties, 423 government office buildings in the United States, 140 privately held Canadian properties, and 167 government buildings in Canada (Table 1). In total, this sample covers over 700 million square feet of office space in North America.

DATABASE SOURCES: 1987 EXPERIENCE EXCHANGE REPORT (Data for Calendar Year 1986)

	Buildings	Sq. Ft. (000's)
U.S. Private		
Downtown	1,378	375,245
Suburban	1,860	174,723
Total	3,246	550,647
Canada Private		
Downtown	123	34,249
Suburban	17	3,569
Total	140	37,818
U.S. Government		
Downtown	396	81,082
Suburban	28	4,184
Total	423	85,756
Canada Government		
Downtown	133	22,437
Suburban	33	5,153
Total	167	27,590
TOTAL	4,008	701,811

The Totals include rural buildings so that they may exceed the sum of Downtown and Suburban values.

Table 1

The Experience Exchange Report survey includes a large number of smaller office buildings this year. Approximately 25% of the buildings reported are smaller than 50,000 square feet. Nevertheless, the survey also includes data for more buildings over 50,000 square feet than in any previous year.

The survey process solicited responses from many property managers throughout many North American cities, and 130 cities are represented this year by three or more properties. Buildings included in this survey are not all owned or managed by members of BOMA. Yet, the responses, because they are voluntary, probably reflect the experience of the more efficiently managed office properties in the United States and Canada. For every property included in the statistical tables, over 75% of the rentable space is allocated to office type activities, and the property maintained an average occupancy level for the year greater than 75%.

The data also suggest that the typical U.S. private sector respondent to the 1987 EER achieved a higher degree of success in raising rents and holding down costs than did all office property managers reporting in the 1986 EER (Table 2). This control group is restricted to those respondents who reported results for the same buildings for both 1985 and 1986, so that the results reflect a controlled sample in which the effects of shifts in respondent characteristics from 1985 to 1986 have been minimized.

COMPARISON OF ALL RESPONDENTS WITH A CONTROL SAMPLE

U.S. Private Sector (Percent change, 1985-1986)

All respondents: 3,246 Buildings, 550 mil. sf

Control respondents: 1,263 Buildings, 288 mil. sf

	All Respondents	Control Group
Average rent increase	7.2%	2.9%
Average total expense increase	-1.8%	4.3%

CANADA Private Sector (Percent change, 1985-1986)

All respondents: 140 Buildings, 38 mil. sf

Control respondents: 86 Buildings, 21 mil. sf

	All Respondents	Control Group
Average rent increase	1.0%	4.5%
Average total expense increase	15.4%	-3.1%

Table 2

EXPLANATION OF THE MEDIAN AND THE LOW AND HIGH MID-RANGE

Building	Square Feet	\$ Expense	Average/Sq. Ft.	
1	134,000	\$ 73,700	\$.55	
2	79,000	\$ 53,720	\$.68	
3	280,000	\$ 235,200	\$.84	
4	121,000	\$ 110,110	\$.91	
5 MEDIAN	590,000	\$ 566,400	\$.96	96
6 THE HALFWAY	91,000	\$ 92,820	\$1.02	$\frac{+ 1.02}{1.98 \div 2 = .99}$
7 POINT OF THE	1,222,000	\$1,295,320	\$1.06	
8 NUMBER OF	455,000	\$ 495,950	\$1.09	
9 DATA ITEMS	260,000	\$ 291,200	\$1.12	
10	195,000	\$ 243,750	\$1.25	

This method is a true average in that it measures the cost or income per square foot without reference to the number or size of buildings contributing data. Buildings with larger amounts of square feet will affect the average value more than small buildings. This effect is most noticeable in analyses with few buildings reporting, especially if the large buildings report unusual income or expense figures.

This is one reason the Experience Exchange Report provides as many size group breakdowns as possible for each city, and includes medians and mid-ranges, to allow greater ability to judge the usefulness of each statistic.

The Median is a true measure of the midpoint of the data. To obtain a median for the ten sets of data in the following example, the dollars per square foot for each building are arranged from the lowest value to the highest. Then the computer's math counts halfway through the data and finds the number that lies at the Mid-Point.

The Mid-Range is an indication of the middle 50 percent of the data; the low Mid-Range figure is the number below which 25 percent of the data items lie, and the high Mid-Range figure is the number above which 25 percent of the data items lie. The result is a "bracket" of figures which show a range of 25 percent on either side of the center.

The Mid-Range shows the user the distribution of the data range. For data categories with three buildings or less, no Mid-Range will be shown.

Building	Square Feet	\$ Expense	Average/Sq. Ft.	
1	134,000	\$ 73,700	.55	
2	79,000	\$ 53,720	.68	
3	280,000	\$ 235,200	.84	
4	121,000	\$ 110,110	.91	
5	590,000	\$ 566,400	.96	
6	91,000	\$ 92,820	1.02	
7	1,222,000	\$1,295,320	1.06	
8	455,000	\$ 495,950	1.09	
9	260,000	\$ 291,200	1.12	
10	195,000	\$ 243,750	1.25	

25%) 1 2 3 4 5 6 7 8 9 10

50%) 6 7

25%) 1 2 3 4 5 6 7 8 9 10

THIS IS THE MID-RANGE- THE MIDDLE 50%

Pannell
Kerr
MacGillivray

CANADIAN GOVERNMENT SECTOR NATIONAL LOCATION/SIZE ANALYSIS SUBURBAN 100,000 - 300,000 SQ.FT.

TOTAL BUILDING RENTABLE AREA		TOTAL OFFICE RENTABLE AREA				
8 BLDG		1,511,303 SQ. FT.				
INCOME	DOLLARS SQ. FT.	MO RANGE		BIDS		MO RANGE
	AVG	MEDIAN	LOW	HIGH	AVG	MEDIAN
OFFICE AREA	25	25			25	
RETAIL AREA						
OTHER AREA						
TOTAL RENT	25	25			25	
UTILITIES						
INTELLIGENT						
TOTAL INCOME						
EXPENSE						
CLEANING	1.19	71	42	86	0	1.20
REPAIR MAINT	2.11	1.30	72	2.20	0	2.27
UTILITIES	1.14	1.20	0.82	1.55	0	1.22
RD'S GDS SEC	1.11	0.00	0.02	1.13	7	1.11
ADMINISTRATIVE	4.08	3.39	2.88	3.66	0	4.00
TOTAL OPER EXP	4.82	3.39	2.88	3.66	0	4.00
FIXED EXPENSES	0.04	0.04			1	0.04
TOTAL OPER-TOTAL	4.82	3.39	2.88	3.66	1	4.04
LEASING EXP	0.00	0.00			2	
TOTAL PATROL	3.00	0.00			2	
TOTAL CONTRACT	1.72	1.80	0.00	2.51	0	

A-G SOFT OIL TEN	14553	7				
A-G SOFT MEET TEN	1500	2				
A-G SOFT OILC MORE	200	2				

TOTAL BUILDING RENTABLE AREA		TOTAL OFFICE RENTABLE AREA				
8 BLDG		1,511,303 SQ. FT.				
INCOME	DOLLARS SQ. FT.	MO RANGE		BIDS		MO RANGE
	AVG	MEDIAN	LOW	HIGH	AVG	MEDIAN
OFFICE AREA	25	25			25	
RETAIL AREA						
OTHER AREA						
TOTAL RENT	25	25			25	
UTILITIES						
INTELLIGENT						
TOTAL INCOME						
EXPENSE						
CLEANING	1.19	71	42	86	0	1.20
REPAIR MAINT	2.11	1.30	72	2.20	0	2.27
UTILITIES	1.14	1.20	0.82	1.55	0	1.22
RD'S GDS SEC	1.11	0.00	0.02	1.13	7	1.11
ADMINISTRATIVE	4.08	3.39	2.88	3.66	0	4.00
TOTAL OPER EXP	4.82	3.39	2.88	3.66	0	4.00
FIXED EXPENSES	0.04	0.04			1	0.04
TOTAL OPER-TOTAL	4.82	3.39	2.88	3.66	1	4.04
LEASING EXP	0.00	0.00			2	
TOTAL PATROL	3.00	0.00			2	
TOTAL CONTRACT	1.72	1.80	0.00	2.51	0	

CANADIAN GOVERNMENT SECTOR TORONTO SUBURBAN LESS THAN 50,000 SQ.FT.

TOTAL BUILDING RENTABLE AREA		TOTAL OFFICE RENTABLE AREA				
4 BLDG		90,120 SQ. FT.				
INCOME	DOLLARS SQ. FT.	MO RANGE		BIDS		MO RANGE
	AVG	MEDIAN	LOW	HIGH	AVG	MEDIAN
OFFICE AREA	1.08	1.05	73	1.44	4	1.13
RETAIL AREA	1.20	1.18	74	1.64	4	1.20
OTHER AREA	1.23	1.20	1.18	1.26	4	1.20
TOTAL RENT	4.33	3.4	0.0	3.4	4	4.33
UTILITIES	4.33	3.4	0.0	3.4	4	4.33
INTELLIGENT	4.33	3.4	0.0	3.4	4	4.33
TOTAL INCOME	4.33	3.4	0.0	3.4	4	4.33
EXPENSE						
CLEANING	1.08	1.05	73	1.44	4	1.13
REPAIR MAINT	1.20	1.18	74	1.64	4	1.20
UTILITIES	1.23	1.20	1.18	1.26	4	1.20
RD'S GDS SEC	4.33	3.4	0.0	3.4	4	4.33
ADMINISTRATIVE	4.33	3.4	0.0	3.4	4	4.33
TOTAL OPER EXP	4.33	3.4	0.0	3.4	4	4.33
FIXED EXPENSES	4.33	3.4	0.0	3.4	4	4.33
TOTAL OPER-TOTAL	4.33	3.4	0.0	3.4	4	4.33
LEASING EXP	1.07	1.35			2	
TOTAL PATROL	2.11	2.32	1.16	2.01	4	
TOTAL CONTRACT						

A-G SOFT OIL TEN	8977	3				
A-G SOFT MEET TEN	0	0				
A-G SOFT OILC MORE	420	2				

TOTAL BUILDING RENTABLE AREA		TOTAL OFFICE RENTABLE AREA				
4 BLDG		90,120 SQ. FT.				
INCOME	DOLLARS SQ. FT.	MO RANGE		BIDS		MO RANGE
	AVG	MEDIAN	LOW	HIGH	AVG	MEDIAN
OFFICE AREA	1.08	1.05	73	1.44	4	1.13
RETAIL AREA	1.20	1.18	74	1.64	4	1.20
OTHER AREA	1.23	1.20	1.18	1.26	4	1.20
TOTAL RENT	4.33	3.4	0.0	3.4	4	4.33
UTILITIES	4.33	3.4	0.0	3.4	4	4.33
INTELLIGENT	4.33	3.4	0.0	3.4	4	4.33
TOTAL INCOME	4.33	3.4	0.0	3.4	4	4.33
EXPENSE						
CLEANING	1.08	1.05	73	1.44	4	1.13
REPAIR MAINT	1.20	1.18	74	1.64	4	1.20
UTILITIES	1.23	1.20	1.18	1.26	4	1.20
RD'S GDS SEC	4.33	3.4	0.0	3.4	4	4.33
ADMINISTRATIVE	4.33	3.4	0.0	3.4	4	4.33
TOTAL OPER EXP	4.33	3.4	0.0	3.4	4	4.33
FIXED EXPENSES	4.33	3.4	0.0	3.4	4	4.33
TOTAL OPER-TOTAL	4.33	3.4	0.0	3.4	4	4.33
LEASING EXP	1.07	1.35			2	
TOTAL PATROL	2.11	2.32	1.16	2.01	4	
TOTAL CONTRACT						

CANADIAN GOVERNMENT SECTOR
TORONTO
DOWNTOWN 100,000 - 300,000 SQ.FT.

INCOME	TOTAL BUILDING RENTABLE AREA					TOTAL OFFICE RENTABLE AREA				
	10 BLDG					1,304,457 SQ FT				
	DOLLARS SQ FT	MO RANGE	LOW	HIGH	BIDS	DOLLAR SQ FT	MO RANGE	LOW	HIGH	BIDS
OFFICE AREA	1 12	84	68	1 73	10	1 16	87	69	1 78	
RETAIL AREA	1 24	1 21	87	1 91	10	1 28	1 30	92	1 53	
OTHER AREA	1 25	1 16	70	1 91	10	1 30	1 37	78	1 83	
TOTAL REBT	48	47	28	50	10	48	47	28	50	
MISCELLANEOUS	18	20	03	35	10	18	20	03	35	
TOTAL INCOME	4 28	3 75	3 37	5 28	10	4 47	4 03	3 42	5 48	
EXPENSE										
LEASING	1 12	84	68	1 73	10	1 16	87	69	1 78	
REPAIR MAINT	1 24	1 21	87	1 91	10	1 28	1 30	92	1 53	
UTILITIES	1 25	1 16	70	1 91	10	1 30	1 37	78	1 83	
RDS GDS SEC	48	47	28	50	10	48	47	28	50	
ADMINISTRATIVE	18	20	03	35	10	18	20	03	35	
TOTAL OPER EXP	4 28	3 75	3 37	5 28	10	4 47	4 03	3 42	5 48	
FIXED EXPENSES										
TOTAL OPER-FIXED	4 28	3 75	3 37	5 28	10	4 47	4 03	3 42	5 48	
LEASING EXP	1 37	84	28	2 04	9					
TOTAL PAYROLL	1 01	1 01	1 02	2 00	10					
TOTAL CONTRACT										

A-G SOFT OFC TEN	20206									
A-G SOFT OFC TEN	1822									
A-G SOFT OFC WORK	210									
A-G OFFICE OCCUPANCY	88	8	10							
A-G RETAIL OCCUPANCY	100	0	4							
A-G RATE YR END RENT	0	0	0							
RENTABLE GROSS SQFT	0	0	0							

COMPONENT COSTS - TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SQFT									
COMPONENT	MEDIAN	BIDS	COMPONENT	MEDIAN	BIDS	COMPONENT	MEDIAN	BIDS	COMPONENT
CLEANING TOTAL	80	0	ADMIN TOTAL	20	0	CLEANING	80	0	ADMIN
PAYROLL	03	0	CONTRACT	19	0	REPAIR MAINT	08	0	CONTRACT
SUP MAT MISC	08	0	LEGAL FEES	10	1	RDS GDS CONTR	04	0	REPAIR MAINT
TRASH REMOVAL	05	1	ALCOH FEES			RDS GDS OTHER	03	0	RDS GDS CONTR
REPAIR MAINT TOTAL	1	9	GEN OFC EXP			SECURITY TOTAL	08	7	RDS GDS OTHER
PAYROLL	18	9	OTHER ADM EXP			SEC CONTRACTS	38	7	SECURITY TOTAL
ELEVATOR	43	0	FIXED EXP TOTAL			SEC OTHER			SEC CONTRACTS
WAC	12	0	REAL ESTATE TAX						SEC OTHER
ELECTRICAL	33	0	BUILDING INS						
STEEL ROOF	04	0	PERS PROP TAX						
PLUMBING	08	7	OTHER TAXES						
FIRE LIFE SETY	02	7	LEASING EXPENSES						
OTHER MAINT SUP	13	0	AD-PROMOTION						
UTILITIES TOTAL	1	0	COMM FEES						
ELECTRIC	07	0	TENANT ALTS						
GAS	30	0	BUY-OUTS						
FUEL OR	1	0	TOTAL PAYROLL						
PURCH CH WTR	94	1	CLEANING	94	9				
COAL	08	0	REPAIR MAINT	08	0				
WATER SEWER	02	0	RDS GDS CONTR	04	0				
RDS GDS SEC TOT	04	9	RDS GDS OTHER	03	0				
RDS GDS TOTAL	91	0	SECURITY TOTAL	08	7				
RDS GDS CONTR	11	0	SEC CONTRACTS	38	7				
RDS GDS OTHER	02	0	SEC OTHER						
SECURITY TOTAL	08	7							
SEC CONTRACTS	38	7							
SEC OTHER									

AS BLDG ARE REPORTED BY USER, SHOWING IMPACT. (Comments will not add to search output)

CANADIAN GOVERNMENT SECTOR
PETERBOROUGH
DOWNTOWN 100,000 - 300,000 SQ.FT.

INCOME	TOTAL BUILDING RENTABLE AREA					TOTAL OFFICE RENTABLE AREA				
	3 BLDG					294,829 SQ FT				
	DOLLARS SQ FT	MO RANGE	LOW	HIGH	BIDS	DOLLAR SQ FT	MO RANGE	LOW	HIGH	BIDS
OFFICE AREA	10	10								
RETAIL AREA	22	22								
OTHER AREA	33	33								
TOTAL REBT	10	10								
MISCELLANEOUS	22	22								
TOTAL INCOME	33	33								
EXPENSE										
CLEANING	75	73								
REPAIR MAINT	1 02	1 78								
UTILITIES	1 30	1 30								
RDS GDS SEC	33	28								
ADMINISTRATIVE	01	00								
TOTAL OPER EXP	4 28	4 08								
FIXED EXPENSES										
TOTAL OPER-FIXED	4 28	4 08								
LEASING EXP	13	13								
TOTAL PAYROLL	2 90	2 08								
TOTAL CONTRACT										

A-G SOFT OFC TEN	97380									
A-G SOFT OFC TEN	0									
A-G SOFT OFC WORK	0									
A-G OFFICE OCCUPANCY	99	1	3							
A-G RETAIL OCCUPANCY	0	0	0							
A-G RATE YR END RENT	0	0	0							
RENTABLE GROSS SQFT	0	0	0							

COMPONENT COSTS - TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SQFT									
COMPONENT	MEDIAN	BIDS	COMPONENT	MEDIAN	BIDS	COMPONENT	MEDIAN	BIDS	COMPONENT
CLEANING TOTAL			ADMIN TOTAL			CLEANING			ADMIN
PAYROLL			CONTRACT			REPAIR MAINT			CONTRACT
SUP MAT MISC			LEGAL FEES			RDS GDS CONTR			REPAIR MAINT
TRASH REMOVAL			ALCOH FEES			RDS GDS OTHER			RDS GDS CONTR
REPAIR MAINT TOTAL			GEN OFC EXP			SECURITY TOTAL			RDS GDS OTHER
PAYROLL			OTHER ADM EXP			SEC CONTRACTS			SECURITY TOTAL
ELEVATOR			FIXED EXP TOTAL			SEC OTHER			SEC CONTRACTS
WAC			REAL ESTATE TAX						SEC OTHER
ELECTRICAL			BUILDING INS						
STEEL ROOF			PERS PROP TAX						
PLUMBING			OTHER TAXES						
FIRE LIFE SETY			LEASING EXPENSES						
OTHER MAINT SUP			AD-PROMOTION						
UTILITIES TOTAL			COMM FEES						
ELECTRIC			TENANT ALTS						
GAS			BUY-OUTS						
FUEL OR			TOTAL PAYROLL						
PURCH CH WTR			CLEANING						
COAL			REPAIR MAINT						
WATER SEWER			RDS GDS CONTR						
RDS GDS SEC TOT			RDS GDS OTHER						
RDS GDS TOTAL			SECURITY TOTAL						
RDS GDS CONTR			SEC CONTRACTS						
RDS GDS OTHER			SEC OTHER						
SECURITY TOTAL									
SEC CONTRACTS									
SEC OTHER									

AS BLDG ARE REPORTED BY USER, SHOWING IMPACT. (Comments will not add to search output)

CANADIAN PRIVATE SECTOR OTTAWA DOWNTOWN 100,000 - 300,000 SQ. FT.									
TOTAL BUILDING RENTABLE AREA					TOTAL OFFICE RENTABLE AREA				
9 BIDS					1,590,130 SQ. FT.				
DOLLARS SQ. FT.					MO RANGE				
Avg	Median	Low	High	MO	Avg	Median	Low	High	MO
17.35	16.91	9.20	20.90	9	11.86	11.57	8.16	15.15	15
7.84	7.46	5.14	42.42	4					
11.72	11.16	8.28	15.17	3					
4.48	4.09	3.08	15.19	3					
11.68	11.23	8.28	15.19	3					
EXPENSE									
CLEANING	61	61	57	61	9	65	68	59	71
REPAIR MAINT	79	69	52	92	9	84	82	65	93
UTILITIES	1.46	1.38	1.21	1.54	9	1.53	1.44	1.33	1.70
MDG GDS SEC	42	39	35	55	22	52	49	33	72
ADMINISTRATIVE	42	39	35	55	22	52	49	33	72
TOTAL OPER EXP	3.40	3.18	3.11	3.65	9	3.60	3.37	3.20	3.79
FIXED EXPENSES	2.20	2.16	1.87	2.51	9	2.20	2.16	1.47	2.51
TOTAL OPER-THRED	5.60	5.37	4.98	6.11	9	5.80	5.54	5.17	6.20
LEASED EXP	43	21	07	72	7				
TOTAL PAYROLL	31	27	20	44	6				
TOTAL CONTRACT	1.08	1.06	.92	1.31	6				
A-G SOFT OFFICE TEN									
A-G SOFT OFFICE TEN	12169				9				9
A-G RETAIL OCCUPANCY	1782				8				8
A-G RATE PER SQ. FT.	210				8				8
RENTABLE GROSS SOFT									
TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SOFT									
COMPONENT COSTS					TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SOFT				
COMPONENT	BIDS	MEDIAN	P15	P85	COMPONENT	BIDS	MEDIAN	P15	P85
CLEANING TOTAL	6	84	38	6	REPAIR MAINT TOTAL	6	20	20	6
PAYROLL	6	02	02	6	LEGAL FEES	6	02	02	6
SUP MAT MISC	6	02	02	6	GEN OFC EXP	6	02	02	6
TRASH REMOVAL	6	03	03	6	OTHER ADM EXP	6	02	02	6
REPAIR MAINT TOTAL	6	75	20	6	FIXED EXP TOTAL	6	02	02	6
PAYROLL	6	20	20	6	REAL ESTATE TAX	6	02	02	6
ELEVATOR	6	13	13	6	BUILDING INS	6	02	02	6
HWAC	6	14	14	6	PROPERTY TAX	6	02	02	6
ELECTRICAL	6	05	05	6	OTHER TAXES	6	02	02	6
STRUCT ROOF	6	02	02	6	LEASED EXPENSES	6	05	05	6
PLUMBING	6	02	02	6	ADM PROMOTION	6	14	14	6
FIXED EXP TOTAL	6	02	02	6	COMM FEES	6	00	00	6
REPAIR MAINT SUP	6	02	02	6	TENANT ALTS	6	14	14	6
UTILITIES TOTAL	6	10	10	6	BUY QUS	6	10	10	6
HWAC	6	30	30	6	TOTAL PAYROLL	6	30	30	6
ELECTRICAL	6	01	01	6	CLEANING	6	20	20	6
FUEL OIL	6	03	03	6	REPAIR MAINT	6	00	00	6
PURCH STEAM	6	13	13	6	SECURITY	6	20	20	6
PURCH CH WITH	6	13	13	6	ADMINISTRATIVE	6	20	20	6
COAL	6	13	13	6	TOTAL CONTRACTS	6	100	100	6
WATER SEWER	6	13	13	6	CLEANING	6	02	02	6
MDG GDS SEC TOT	6	00	00	6	REPAIR MAINT	6	02	02	6
MDG GDS TOTAL	6	00	00	6	SECURITY	6	02	02	6
MDG GDS CONTR	6	00	00	6	ADMINISTRATIVE	6	02	02	6
MDG GDS OTHER	6	00	00	6	TOTAL CONTRACTS	6	02	02	6
SECURITY TOTAL	6	02	02	6	CLEANING	6	02	02	6
SEC PAYROLL	6	04	04	6	REPAIR MAINT	6	02	02	6
SEC CONTRACTS	6	02	02	6	SECURITY	6	02	02	6
SEC OTHER	6	02	02	6	ADMINISTRATIVE	6	02	02	6

84 long items are eliminated in listed along length (shown) with and add 10 mph hour

CANADIAN PRIVATE SECTOR TORONTO DOWNTOWN 100,000 - 300,000 SQ. FT.									
TOTAL BUILDING RENTABLE AREA					TOTAL OFFICE RENTABLE AREA				
7 BIDS					1,311,072 SQ. FT.				
DOLLARS SQ. FT.					MO RANGE				
Avg	Median	Low	High	MO	Avg	Median	Low	High	MO
21.75	23.92	10.34	177.86	4	13.14	13.17	8.11	19.27	19
10.47	12.02	8.0	15.8	7					
3.55	3.83	3.0	15.8	7					
11.68	12.92	8.0	15.8	7					
EXPENSE									
CLEANING	1.52	1.08	.83	1.34	7	1.03	1.13	.82	1.34
REPAIR MAINT	1.82	1.08	.83	1.96	7	1.06	1.20	.82	1.96
UTILITIES	2.41	2.14	1.41	2.42	7	2.58	2.14	1.44	2.83
MDG GDS SEC	47	42	34	72	7	42	42	24	72
ADMINISTRATIVE	70	63	39	81	7	70	63	20	81
TOTAL OPER EXP	6.83	5.38	4.22	6.24	7	7.42	5.47	4.71	6.28
FIXED EXPENSES	7.89	5.42	3.78	8.50	7	7.89	5.42	3.78	8.50
TOTAL OPER-THRED	14.61	10.80	8.01	14.74	7	15.31	10.89	8.51	14.78
LEASED EXP	1.27	1.27	.60	1.86	7				
TOTAL PAYROLL	1.50	.82	.60	1.86	7				
TOTAL CONTRACT	2.38	2.05	1.05	2.86	7				
A-G SOFT OFFICE TEN									
A-G SOFT OFFICE TEN	10140				9				9
A-G RETAIL OCCUPANCY	1442				8				8
A-G RATE PER SQ. FT.	142				8				8
RENTABLE GROSS SOFT									
TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SOFT									
COMPONENT COSTS					TOTAL BUILDING RENTABLE AREA MEDIAN DOLLARS SOFT				
COMPONENT	BIDS	MEDIAN	P15	P85	COMPONENT	BIDS	MEDIAN	P15	P85
CLEANING TOTAL	6	90	87	6	REPAIR MAINT TOTAL	6	20	20	6
PAYROLL	6	30	30	6	LEGAL FEES	6	00	00	6
SUP MAT MISC	6	00	00	6	GEN OFC EXP	6	00	00	6
TRASH REMOVAL	6	07	07	6	OTHER ADM EXP	6	02	02	6
REPAIR MAINT TOTAL	6	1.24	0.82	6	FIXED EXP TOTAL	6	5.54	5.54	6
PAYROLL	6	30	30	6	REAL ESTATE TAX	6	4.87	4.87	6
ELEVATOR	6	23	23	6	BUILDING INS	6	0.87	0.87	6
HWAC	6	03	03	6	PROPERTY TAX	6	0.87	0.87	6
ELECTRICAL	6	03	03	6	OTHER TAXES	6	0.87	0.87	6
STRUCT ROOF	6	03	03	6	LEASED EXPENSES	6	1.33	1.33	6
PLUMBING	6	04	04	6	ADM PROMOTION	6	1.37	1.37	6
FIXED EXP TOTAL	6	01	01	6	COMM FEES	6	0.17	0.17	6
REPAIR MAINT SUP	6	01	01	6	TENANT ALTS	6	1.00	1.00	6
UTILITIES TOTAL	6	1.84	1.84	6	BUY QUS	6	1.00	1.00	6
HWAC	6	1.84	1.84	6	TOTAL PAYROLL	6	01	01	6
ELECTRICAL	6	22	22	6	CLEANING	6	01	01	6
FUEL OIL	6	34	34	6	REPAIR MAINT	6	01	01	6
PURCH STEAM	6	11	11	6	SECURITY	6	01	01	6
PURCH CH WITH	6	11	11	6	ADMINISTRATIVE	6	01	01	6
COAL	6	11	11	6	TOTAL CONTRACTS	6	01	01	6
MDG GDS SEC TOT	6	40	40	6	CLEANING	6	01	01	6
MDG GDS TOTAL	6	03	03	6	REPAIR MAINT	6	01	01	6
MDG GDS CONTR	6	03	03	6	SECURITY	6	01	01	6
MDG GDS OTHER	6	03	03	6	ADMINISTRATIVE	6	01	01	6
SECURITY TOTAL	6	34	34	6	TOTAL CONTRACTS	6	01	01	6
SEC PAYROLL	6	32	32	6	CLEANING	6	01	01	6
SEC CONTRACTS	6	01	01	6	REPAIR MAINT	6	01	01	6
SEC OTHER	6	01	01	6	SECURITY	6	01	01	6

84 long items are eliminated in listed along length (shown) with and add 10 mph hour

3(b)

CITY OF HAMILTON

MEMORANDUM

MAR 08 1991

TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

YOUR FILE:

FROM: Ms. Tina Agnello, Secretary,
Comprehensive Audit Sub Committee

PHONE: 546-2729
DATE: 1991 March 7

SUBJECT: Final Report - Comprehensive Audit of the
Property Maintenance Division

That the Final Report of the Comprehensive Audit of the Property Maintenance Division, as submitted by Pannell Kerr MacGillivray dated January 24, 1991 be approved and forwarded to City Council for approval.

FINANCIAL IMPLICATIONS:

T. Agnello

N/A

BACKGROUND:

The Comprehensive Audit of the Property Maintenance Division, Phase I of the Real Estate and Property Area was one of the first audits of this series initiated at the City of Hamilton. A report, as prepared by Pannell Kerr and MacGillivray came before the Finance Committee on June 20, 1989, at which time it was received. At the Real Estate and Property Audit Steering Committee meeting of December 13, 1990 the auditors were directed to redraft the report and present it to the Steering Committee for review on February 8, 1991 and appropriate direction to the Sub-audit Committee for approval on March 6, 1991.

RECEIVED

JAN 14 1991

CITY CLERKS

FINAL REPORT

COMPREHENSIVE AUDIT

of the

REAL ESTATE and ARCHITECTURE DIVISIONS

*Prepared for submission to
the Comprehensive Audit Committee*

**Pannell, Kerr, MacGillivray
January 11, 1991**

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CHAPTER 1

INTRODUCTION

Pannell, Kerr, MacGillivray was commissioned by the City of Hamilton to undertake a comprehensive audit of its Real Estate and Architecture Divisions. The audit commenced in November of 1989 but work was suspended in December, 1989, pending review of the consultants' mandate and the establishment of a Steering Committee to guide the audit. The Comprehensive Audit Steering Committee held its first meeting on August 16, 1990, to consider the audit process and the main issues to be addressed. The Committee met again on December 13, 1990, to review the consultant's draft report.

The audit examined (i) the effectiveness of the two Divisions in terms of the services provided to clients and (ii) the City's overall management and control of real property holdings and capital building projects.

The two Divisions which were the focus of the comprehensive audit are both situated within the Property Department. The Maintenance Division, which is also a component of the Property Department, was the subject of an earlier comprehensive audit and was not included in the present effort. The Director of the Property Department, who reports to the Chief Administrative Officer of the City, is a member of the City's senior management team and the two Divisions are headed by Managers who report to the Director.

This introductory chapter provides an overview of the comprehensive audit performed on the two Divisions and the nature of the environment in which they operate. There is a brief introduction to the contents of the remainder of the report at the conclusion of this chapter.

1.1 AUDIT APPROACH

It is the intention of this comprehensive audit to go beyond providing a management "report card" to indicate where practical steps might be taken to improve operational effectiveness. The approach involved regular consultation with the management of the Property Department and the two Divisions to identify issues and consider options for making improvements. The audit also considered questions related to real estate and architecture which go beyond the mandate of the Property Department.

The main steps in the audit work program were as follows:

- **Initial Consultations** - At the outset the consultants met with the Director of Property and the Managers of the two Divisions involved to discuss the audit approach, work plan, central issues, interview schedule and information sources.
- **Documentation Review** - The consultants reviewed documentation including the organization plan, job descriptions, earlier reports, project documents, filing systems, etc.
- **Land Holdings Sample** - The consultants reviewed a sample of City land holdings to determine current use.
- **Interviews** - Interviews were held with a majority of Real Estate and Architecture Division staff and a representative cross section of City and external "clients."
- **Issues Review** - At the mid point in the review, the consultants prepared a preliminary inventory of issues for review with the Comprehensive Audit Steering Committee and Property Department management.
- **Research** - Further research was conducted in issue areas which seemed to be material to the operations of the two Divisions.
- **Preliminary Discussion of Findings** - The consultant held informal discussions with Departmental management about the preliminary findings and conclusions to clear up possible

misperceptions and discuss the various options for remedying problems.

- **Final Report** - A draft of the final report was presented to the Comprehensive Audit Steering Committee and the comments and suggestions made by Committee members and Property Department staff were taken into consideration in the preparation of this final report.

1.2 THE OPERATING ENVIRONMENT

To put the operations of the two Divisions into context, brief consideration is required of the environment in which they operate. Essentially, the Architecture and Real Estate Divisions are service units which deliver a variety of professional services, at no charge, to other City units and the Council. They also provide services on a fee basis to the Non-Profit Housing Corporation, the Region and the other municipalities in the Region.

There are a number of factors which affect demand for the services of the two Divisions, the resources available to them and working relationships with clients:

- The level of demand for the Divisions' services is largely beyond the control of their management. While periodic attempts are made to forecast and prepare for service requests, the factors which affect the Divisions' workload are primarily external and difficult to foresee. This makes planning difficult and demands sometimes vary significantly from month to month or from year to year.
- Since the services of the two Divisions' are "free" as far as other City units are concerned, it is not always clear that there is a real need for the services requested.
- It is sometimes difficult for the Division to determine the relative priority to place on various requests for

service received from clients within and external to the City.

- The City's collective bargaining agreements, human resources policies and personnel support services sometimes make it difficult for managers to deal with problem employees.
- The Council's current emphasis on keeping staff to a minimum makes it difficult to manage a unit where there is little control over the level of demand for services.
- Current policies and procedures governing the use of contract personnel do not facilitate the use of short term contracts to meet work load peaks.
- The City's committee system places a heavy demand on senior managers' time sometimes leaving insufficient time for management functions.
- Relations between Council members and City staff are sometimes strained and this can make it difficult for senior managers to gain a sympathetic review of management problems.
- The strong relations between City and Region staff make cooperation between the two bodies possible.
- Within the City, relations among departmental staff are generally strong, facilitating both formal and informal cooperation.
- The volume of City and Region real estate and capital project activities was very high in 1989 and 1990 and this high level of activity is likely to continue through much of 1991.

1.3 REPORT CONTENTS

The points below outline briefly the contents of subsequent chapters of this report.

- **Chapter 2** addresses the operations of the **Real Estate Division**. It considers the Division's main functions and then goes on to review operational issues related to client relations, productivity, land management and workload management.
- **Chapter 3** focuses on the **Architecture Division**. It considers operational issues related to the various functions the Division performs now, other functions it might take on, client relations, productivity, and workload management.
- **Chapter 4** considers briefly the functions of **Departmental level management** and the possible advantages of providing common services to the Department's three Divisions from a central administrative unit.

CHAPTER 2

REAL ESTATE DIVISION

The Real Estate Division is an internal service unit which provides professional services to the City and, on a fee for service basis, to a limited number of external clients including the Region and other municipalities in the Region. The central functions of the Real Estate Division's include:

- providing informal estimates and formal appraisals of property values for a variety of different purposes including the assessment of property values to determine building permit fees;
- site identification for proposed capital projects;
- land acquisition, including expropriation if necessary, for capital projects;
- holding and managing acquired property until clients are ready to take on responsibility. This might include maintenance and minor improvements (through the Property Department's Maintenance Division); short term leasing; and demolition;
- disposition of properties. On occasion the Real Estate Division has performed the "developer" activities of subdividing and selling off smaller parcels where this seems to be cost effective; (The Real Estate Division will pay a real estate broker's fee to the purchaser's agent but does not use outside agents to manage the City's part of the transaction.); and
- informal functions such as advising on the management of the City's office facilities.

While the Real Estate Division often provides informal advice related to the overall management of the City's extensive property holdings, it does not have a formal mandate to monitor and safeguard the City's real assets.

The audit process led to consideration of a number of issues related to the operations of the Real Estate Division. Those which emerged as significant are discussed below under these general headings:

- client relations;
- productivity;
- workload management; and
- land management.

2.1 CLIENT RELATIONS

The Real Estate Division's clients include City departments, Council, the Non-Profit Housing Corporation, the Region and other municipalities in the Region. The Division charges clients outside of the City on a fee for services basis. The fee is calculated by multiplying the base salary of the person who performs the service by 1.8. Thus, if the Region uses 10 hours of a Real Estate Division staff person who earns \$22 per hour, the fee charged is \$396; ($1.8 \times \$22 \times 10 \text{ hours} = \396).

In general, the Real Estate Division is a professional and efficient operation which is responsive to clients requirements. Clients feel positively about the services they receive from the Division and have confidence in the professional capability of the Division's staff. While some have concerns that it sometimes takes too long for the Division to complete its tasks, there is general recognition that there are legitimate technical and workload reasons for these delays. Clients believe that while the Real Estate Division cannot always meet their needs immediately, the Division makes a very real effort to provide service in a timely manner.

The Division has a reputation for providing high quality and objective professional services and considered advice. While the conclusions and recommendations of the Division are not

always popular, most clients appreciate that the estimates and assessments made by the Real Estate Division are based on objective analysis and long standing familiarity with the property market in the region.

The Director of the Property Division is a qualified appraiser who has been responsible for the City's real estate operations since 1977. He is still actively involved in the Division's work and personally carries a number of the Division's more complex files. The Director and the senior staff of the Real Estate Division have shown initiative and commitment to the City by taking on functions which go beyond the Division's formal mandate. An example of this is the "developer role" they have elected to play to gain the highest possible return on the disposition of the old maintenance depot site.

Until early 1990, the Real Estate Division has been able to meet most of its clients' requirements in a timely manner in spite of a workload which staff have always considered to be quite heavy. However, in recent months, the Real Estate Division has faced a mounting workload which has made it difficult to meet client expectations. The result has been that City and external clients are sometimes forced to use outside real estate appraisers. In some cases the Real Estate Division has been able to assist its clients in the selection and management of outside resources; in others, clients have managed the process on their own. Several problems have been encountered in the use of outside appraisers who were not selected and supervised by Real Estate Division staff.

If workload pressures continue, the City will have to rely more heavily on outside resources. Because there is no formal policy governing the use of outside real estate professionals, it could become more common for City departments to circumvent the Real Estate Division in engaging this type of assistance. This could lead to higher costs for real estate services as well as problems related to the approach and standards applied.

Recommendation #1: Council should assign formal responsibility to the Real Estate Division for engaging and supervising the work of outside real estate professionals contracted to provide services to City units. The Director of the Property Division should also meet with senior managers in the Region to suggest that a similar policy be adopted there.

The Real Estate Division's current workload has also made it difficult for it to service its external clients. This in turn has presented a difficulty in balancing City client responsibilities with the requirements of its "paying clients." It is clearly to the benefit of the City and the Region to have the Real Estate Division continue to serve both organizations. However, current budgetary arrangements encourage the Real Estate Division to give higher priority to the work for the Region and eventually this will cause problems for its City clients.

Recommendation #2: The Real Estate Division should be allowed greater flexibility to engage outside real estate professionals on a contract basis to ensure that it is able to service its external clients without disrupting service to City units. This may require some budget flexibility in the current fiscal year to allow for the Division's present workload peak. In the next fiscal period, the Division should make appropriate budgetary projections to allow for the outside contract personnel required to meet client requirements.

2.2 PRODUCTIVITY

Given the City's volume of property transactions, there are clear advantages to the City and the Real Estate Division's external clients of having internal real estate expertise. Without the Real Estate Division, City staff in other departments would have to engage outside professionals and manage their activities. Having an internal unit which is familiar with the City's needs and procedures reduces the time required of City staff. This same familiarity

enables Real Estate Division staff to complete transactions more efficiently than would be possible for outside professionals.

In addition to taking more City staff time, having to engage external professionals would inevitably lead to problems where City staff had insufficient expertise to manage the outside real estate professionals. Since matters related to the purchase and sale of real property can sometimes attract media attention and lead to public concern, this is an area where the Council and City staff have an interest in keeping such problems to a minimum.

There are also a number of advantages to the City of having the Real Estate Division serve external clients since revenue received from external clients allows it to sustain a larger staff group with a broader range of skills and capabilities. More importantly perhaps, having the same real estate unit work for both the City and the Region facilitates planning and negotiations which involve both levels of government. For external clients, the familiarity of the Real Estate Division staff with requirements and procedures alleviates pressure on internal staff. As well, the fee charged by the Real Estate Division is lower than what outside professional would charge for similar services.

It is difficult to assess in strictly quantitative terms whether the City is better off having an internal real estate unit. To make this assessment one would have to determine:

- the extent to which outside real estate professionals (mainly appraisers and brokers) would be engaged to do the work which the Real Estate Division does, and the cost which would be incurred;
- the cost to the Real Estate Division's clients, in terms of staff time, of having to manage the outside professionals;

- the extent to which the work which would be done by the Real Estate Division would simply not be done, and the cost or problems which may arise because these functions are not carried out; and
- the cost of having City staff conduct some of the related services, (such as managing new acquisitions until capital projects are initiated), presently carried out by the Property Department.

The limited project and staff time statistics presently kept by the Real Estate Division, as well as the intangible nature of some of the considerations set out above, make a benefit/cost analysis of the Division very difficult. The analysis would require a broad set of assumptions and estimates which would make it only marginally useful.

Based on the consultants' review of the work activities and files of the Real Estate Division as well as interviews with Real Estate Division staff and clients in the City and Region, it is reasonable to conclude that the Division contributes substantially to the operations of the City and its external clients and that property and capital project management would be cumbersome and costly in the absence of an internal real estate function.

While the logic of having an internal real estate unit is not in question, the **productivity** of the unit is still a central issue. Productivity is the measure of the Division's output as compared with the cost of its operation. Assessing productivity in quantitative terms requires measures which indicate the amount of staff time and other inputs it takes to process various types of transactions. Initially the consultant attempted to identify productivity measures which might show trends in the Real Estate Division's productivity or allow for comparison with similar units elsewhere. However, both the nature of the Division's work, which is highly varied, and the lack of appropriate statistics, did not allow for a meaningful quantitative assessment of productivity.

For the most part, the controls on staff productivity are informal. Senior members of the Division assign "files" to professional staff and review the results of their work. A relatively new computerized data base allows management to keep track of the files assigned to each staff member, the nature of the files and the length of time it takes to complete the work. Managers assess staff productivity as they review their work. They will also be alerted to problems if clients call to complain that work is late. This system of staff supervision will indicate when staff are devoting too much time to their assignments. It will also flag situations where quality has slipped because the work has been hurried or shortcuts were taken. However, it does not provide a means of assessing productivity of individual staff members, or the Division as a whole, in quantitative terms.

In general terms, looking at the qualifications of Division staff, staff attitudes, client satisfaction, the number of files staff members carry, the number of hours worked and the quality of services delivered, it seems reasonable to conclude that productivity is at a reasonably level now. However, given current workload problems, and the City's emphasis on productivity, steps should be taken to install a system which will allow the Division to monitor and improve its productivity.

Recommendation #3 The Property Department should develop a system of general time standards for the work of the Division and introduce time budgets and control systems for all staff assignments. The system might build on the existing project data base system, allowing managers to determine the workload assigned to each staff members. It would also enable the Division to develop statistical data related to the amount of work done for each of its clients, the nature of that work and the amount of time devoted to different types of work. The system would allow the Division to track its work over time indicating how volume fluctuates from month to month and from year to year. It should also indicate trends in terms of client demands and the types of work required by its various clients. It would also give division managers rough indicators of the relative productivity of its staff.

At present, the Real Estate Division uses a manual filing system to keep information about land transfer prices. The system is cumbersome. It requires clerical time to do the filing; it is difficult for professional staff to use the system to get historical information about selling prices; and it is not possible to be sure that the information is complete and up to date. The productivity of the Division as well as the quality of its output would be improved if it had an automated system for storing and retrieving information required to appraise properties. The Real Estate Board has such a system, but it has turned down the Real Estate Division's requests to gain access to it.

Recommendations #4. The Real Estate Division should make a further effort to gain access to the Real Estate Board's information system. It might be possible to encourage the Board to share its system if it is offered the opportunity to access the PARCIL system once it is installed. If the Real Estate Division fails to gain access to the Board's system, it should consider the feasibility of developing its own.

2.3 WORK LOAD MANAGEMENT AND COST CONTROL

Towards the end of the study period it became clear that the Real Estate Division was encountering serious problems in managing its commitments within its allotted resource budget and the consultants devoted some attention to the Division's problems of workload management.

Managing the workload for an internal service group is never easy. For a service unit within the City of Hamilton it is particularly difficult because there is limited flexibility in terms of staffing, contracting out and priority setting. Nevertheless, it is one of management's most important tasks. Management of the workload means:

- achieving a workload balance which will keep staff fully employed and highly productive, without overloading them to the point that quality, morale, and health fail; and
- meeting the priority requirements of clients in a way which maintains client confidence and at the same time ensures that Real Estate Division resources are applied to the most important of the City's priorities.

For the most part, the Real Estate Division's workload consists of many projects, few of which take up substantial amounts of staff time. While a few of the Division's major projects will require time commitments measured in terms of person months, most require less than 5 staff days. However, for purchase or disposition transactions, staff will typically devote anywhere from a few minutes to a few hours a day, over many months of the project's life. The result is that all of the professional staff of the Division carry relatively large (40 to 50 files) "case loads."

The requirements for Real Estate Division services, and the costs which result, are generated externally. While the Division must strive to perform its services as efficiently as possible, it has little control over the level of demand for its services. In fact, the demand for its services may be higher than is necessary because as far as its City clients are concerned, those services are free.

The current arrangement of providing services to City departments at no charge places the onus for the control of real estate service costs on the Real Estate Division. While it does not appear that there is excessive use of the Division's services, it is likely that demand for services would decline if client departments required budget allocations and spending approvals to engage Real Estate Division staff services.

It is unreasonable to place the full burden for controlling the use of real estate services on the managers of the Real Estate Division. This places them in the awkward position of

having to balance client priorities and question client judgement. The Council cannot expect to limit the costs of its service entities solely by restricting the resources allocated to the service units. This will lead to strained relationships among City departments and staff stress within the service units. The user groups must share some responsibility for controlling service unit costs.

Workload management has been a problem in the Real Estate Division for a number of years. The services of the Division have always been in demand, and it has never had a large staff complement. At the present time there are a number of factors affecting the Real Estate Division's work load:

- four experienced staff left the Division in the 1990;
- replacement staff do not have extensive experience or training related to the Real Estate Division's functions;
- legislative changes require more work in connection with many transactions; (e.g., soil tests);
- current economic conditions makes negotiations more difficult;
- there is a larger volume of work emanating from other municipalities;
- the Non-Profit Housing Corporation has become active recently;
- the airport project requires an extensive time commitment from the Real Estate Division's senior personnel;
- there are a number of major roads projects under way;
- the number of subdivision applications increased in the late 80s;
- most acquisition projects now involve at least one expropriation;

- there has been an increase in the number of public enquiries;
- the Real Estate Division has, on its own initiative, taken on projects which will probably result in real benefit to the City but which, nevertheless, call for staff time and attention; and
- the management workloads of the Department's Director and the Manager of the Real Estate Division have increased making it difficult for them to carry Real Estate Division project responsibilities as they have in the past.

In the past, the Real Estate Division has been able to cope with its heavy workload because its staff, from the Director of the Property Department to the clerical level, have had strong commitments to the Real Estate Division and its clients. With the current workload and the factors affecting the Real Estate Division's capacity to respond, commitment is not enough. Indeed, many believe that it was staff commitment in the face of heavy workloads which contributed to the loss of four key employees in 1990.

The Real Estate Division, with the assistance of Property Department management as well as the support of senior City management, will have to develop mechanisms to ensure that its workload is balanced and that its scarce resources are focused on those activities which will be of greatest benefit to the City.

Recommendation #5: The Real Estate Division should develop a project management information system which will provide more effective control of scheduling and staff time required to complete the assignments it takes on. The system need not be complex. It could be based on the project control system which the Division has recently put in place and be integrated with the systems suggested in recommendation #3 above. Among other things, the system will require that Division staff record time devoted to City clients in much the same way as they now record time spent on projects for external clients.

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- the Real Estate Division has, on its own initiative, taken on projects which will probably result in real benefit to the City but which, nevertheless, call for staff time and attention; and
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Recommendation #6: The Real Estate Division should introduce a more formal priority setting procedure to ensure that the Division's work priorities reflect the best interests of the City. The procedure should involve the Real Estate Division's senior staff and allow for consultation with clients. It might also allow the Division to request that a more senior body review major service requests before significant resources are devoted to them.

Recommendation #7: The Real Estate Division should augment its current client consultations to ensure that City and external clients understand the Division's work pressures, the cost to the City of requesting services from the Real Estate Division, what they can do to facilitate the Division's work and the lead times required for various types of services.

Recommendation #8: The Real Estate Division should seek formal approval and a specific budget provision for staff requirements before undertaking special initiatives such as property development aimed at increasing the City's return on the disposition of land.

Recommendations #9: The Division should consult with each of its clients in the preparation of its annual budget and establish estimated "service levels" for each client. The service levels would indicate the types of assistance clients expect to request from the Real Estate Division and the "cost" of that service. The costs of the estimated service levels should be expressed in terms of staff hours required to complete the work and the cost, to the Real Estate Division, of providing those professional services. Monthly or quarterly reports should be generated indicating the actual use the Real Estate Divisions' services.

Recommendation #10 The Real Estate Division should work with the Finance Department and the Human Resources Centre to develop policies and procedures to govern contracting out arrangements. The policies and procedures should enable the Real Estate Division to manage its workload peaks by contracting out specific projects or engaging contract employees for specified periods of time.

Recommendation #11: In the longer term, the Real Estate Division should consider the feasibility of introducing a system which would charge City clients for the services it provides. While this might be somewhat cumbersome to administer, it would ensure that clients give more thought to their requests and that they have budget approval of their own before engaging the services of the Real Estate Division. Among other things, this system would facilitate capitalization of real estate services costs.

Recommendation #12: The Real Estate Division should review the formula for determining fees charged to its clients with a view to having it reflect actual costs. It is likely that a systematic financial analysis will indicate that a fee factor in the 2.0 to 2.5 range would be more realistic than the current factor of 1.8. The analysis should take into account the cost of office "rent", financing costs, management costs and the cost of the services provided to the Real Estate Division by other units within the City.

2.4 LAND MANAGEMENT

The City has extensive real estate holdings (parks, office buildings, recreational facilities, fire stations, etc.) which support its various operations and services. It also owns many smaller pieces of land as a result of transactions such as road allowances and the 5% levies on developers. The following questions arose in connection with the management of the City's real assets:

- Where does the overall responsibility for the control and management of City real assets rests now and where should it be assigned to ensure that these assets are properly safeguarded?
- Does the City have information systems capable of supporting effective control and management of its real assets; and
- Does the City have appropriate policies governing its undeveloped or unused land?
- Does the City have a substantial inventory of real property which it does not need now, or in the future, for its operations?

While it appears that the City's real property holdings are managed reasonably well, there is concern that the responsibility for ensuring effective management has not been formally assigned to any one of the City's senior managers.

In essence, the Real Estate Division is not directly responsible for the effective management of the City's real property holdings. The Division's responsibilities relate only to the professional and effective management of specific transactions. It is not part of the Real Estate Division's mandate to ensure that the City utilizes its real property holdings effectively.

The Real Estate Division's primary function is to provide site location, appraisal, acquisition, demolition, and disposition services to various City and Regional units. While the Division sometimes "holds" property as an agent for its clients, it is never directly responsible for real property holdings. Once the real estate transactions for which the Real Estate Division is responsible are completed, the "file" passes to the Department for which the land has been acquired. Thus, the parks are considered to belong to Parks and Recreation. After the Real Estate Division has completed an acquisition it has no further responsibility for the land until it is called upon by the "owner" to dispose of the land or perform some other professional service.

While the Real Estate Division does not have formal responsibility for land management, it plays an important informal role in this area. Since the Real Estate Division acts regularly for most of the City's departments, it is familiar with the City's major land holdings, its future requirements and the general state of the real estate market in the region. When Real Estate Division staff see problems or opportunities they bring these to the attention of the "owner" departments. The Real Estate Division acted on this informal responsibility in the early 1980s when it took the initiative to review all of the City's holdings. The review led to the disposition of many pieces of unused land.

One of the factors which makes management of the City's real property holdings difficult is the absence of a real property information system. At present the only comprehensive listing of City properties is the tax roll which is cumbersome and difficult to access. Since each department is responsible for managing its own land, it is difficult to ascertain how well that land is being managed. It is also difficult to determine how much land there is, what its value is and whether it is really needed.

There is no formal process to review the City's land holdings periodically to determine the extent to which it is holding surplus land and the City cannot rely on any of its other procedures or processes to ensure that unneeded land is identified and disposed of. This problem is aggravated by the fact that there is no incentive for City departments to take initiatives to rationalize their own land holdings. It might be to a department's advantage to hold onto a piece of land for a number of years before gaining capital budget approval to improve the land.

In an attempt to determine whether a significant problem exists here, a sample of City holdings were selected from the tax rolls and reviewed to determine whether they were effectively utilized. While no major surplus properties were discovered, it did appear that at least a small part of the City's land holdings would be found redundant if a thorough review were conducted. As well, in some cases, it appeared that different departments held

closely adjacent pieces of land which might allow for some consolidation and further development or disposition of some current holdings.

The consultants also determined that the City does not have clear policies or guidelines defining the circumstances which would allow it to hold undeveloped land. In some cases departments hold undeveloped land for a year or two awaiting the implementation of a project which Council has approved. In other cases though, undeveloped land is held for many years in the anticipation that capital funds will be approved for development of that land.

In considering the implications of the land management issue, the question arises as to the consequences of holding unneeded land. Some argue that holding unneeded land is a sound investment strategy. Since land costs tend to appreciate ahead of inflation, and the cost of holding the land is often low, the City may be better off with a large surplus land holding which might be considered a "land bank." Others argue that since all land costs are expensed in the year in which they occur, land banking has the effect of having current taxpayers subsidize future ones. Purchasing land today affects the city's current expenditures; current tax payers see no benefit in the year they pay for the land and future taxpayers do not contribute to the cost when the land is put into use.

Whatever policy decision is taken on the merits of land banking, the City should not be engaged in land banking by default. If holding land for future use is determined to be a sound strategy, the Council should decide how much it wishes to invest and where the investment should be located.

The consultants concluded that while it appears that there is little surplus or misused land at present, there is no way to be assured of this. The City needs a systematic approach to managing and controlling its investment in real property.

Recommendation #13: Council should assign formal responsibility for control and management of the City's investment in real assets to the Real Estate Division.

Recommendation #14: The Real Estate Division should develop a land management information system to ensure sound management of the City's investment in real property. The information system should (i) identify land holdings by "user" department; (ii) enable analysis of city land holdings in specified areas; and (iii) identify the history of the land, its present use and proposed capital construction, if any. The system might also enable the Real Estate Division to maintain information on land transfer prices for both City and other land, which would make its appraisal functions more efficient, (see recommendation #4).

Recommendation #15: In the interim, (until it has a comprehensive system in place), the Real Estate Division should do regular reviews (perhaps every two or three years) of the City's land holdings.

Recommendation #16: The Real Estate Division should ensure that PARCIL will, eventually, provide an automated means of analyzing the City's real property assets. The Real Estate Division will have to take the initiative to ensure that its requirements are set out in specific terms and communicated clearly with PARCIL personnel.

Recommendation #17: The Real Estate Division should prepare an annual report to Council indicating all unused and undeveloped land. The report should indicate the intended use of the land and recommend what action, if any, is required to ensure effective management of the City's real property holdings.

2.5 IMPLEMENTATION

It should be emphasized that, on the whole, the consultants found the City's real estate services and real property function to be managed well and that there is not an urgent need to implement the proposals suggested above. Indeed, the Real Estate Division's current workload would make it difficult for the Division to turn its attention to these matters. Implementation of these changes should be scheduled over a period of time so as not to disrupt the central functions of the Division.

CHAPTER 3

ARCHITECTURE DIVISION

The Architecture Division has undergone significant change in the past few years. In 1987 the head of the City's Architecture Department left the City, a new Architecture Division was created within the Property Department and the staff of the City Architect's Department were reassigned to that Division. A new Manager was engaged to head the Division.

The audit process led to consideration of a number of issues related to the operations of the Architecture Division. Those which emerged as significant are discussed below under these general headings:

- functions;
- client relations;
- organization and staffing;
- productivity; and
- work load management.

3.1 FUNCTIONS

The Architecture Division is an internal service unit which provides professional services to City units and, to a limited extent, external clients such as the Non-Profit Housing Corporation. There are a number of different functions which the Architecture Division **might** serve within the City and on behalf of external clients. The main functions considered in the audit were:

- provision of comprehensive project management services for capital projects involving buildings;¹
- provision of advice on planning, design and management to City and external clients who manage capital projects on their own;
- development, monitoring and control of standards and procedures for the management of City capital projects;
- provision of architectural design services;
- provision of assistance in the design and management of facilities lay outs for City departments, primarily within the City Hall building; and
- planning and management of the City's facilities requirements.

Each of these functions is considered below.

Comprehensive Project Management - The Architecture Division's current role focuses on the provision of comprehensive project management services to City clients. This involves the Architecture Division at the initial stages of the project and retains, on behalf of its client, overall responsibility for coordinating and managing the project. The nature of project management differs with the nature and size of a capital project. Generally it involves a number of key elements which might include:

- **Project feasibility and concept study** - The project manager undertakes the project feasibility and concept study, which for major projects, would include development of the terms of reference, selection of a consultant and supervision of the study.

¹

In the reminder of this chapter the term "capital projects" is used to refer only to projects involving buildings.

- **Definition of facilities requirements and design criteria -** The project manager plays an active role in defining facilities requirements and the design criteria for major renovations or new buildings. This stage of the project can have a significant impact on the utility and cost of the structure which is eventually erected.

Generally, the City has not developed formal specifications, leaving the definition of requirements to the outside architectural consultants. While this may result in an adequate definition of requirements, a more thorough internal assessment is more likely to result in a space program which reflects the real needs of the end user. The Architecture Division's new emphasis on comprehensive project planning has resulted in the preparation of more formal facilities requirements statements. Clients have been pleased with the results and the Division feels that it has saved the City a considerable amount by ensuring that the buildings involved have been designed so as to meet client needs at the same time as minimizing capital and maintenance costs for the new facilities.

- **Cost estimates -** The project manager should ensure that cost estimates are as accurate as possible given the stage to which the building specifications and design have progressed. The services of an outside quantity surveyor or internal estimator is used to assist in the process. An accurate estimate at the outset may affect the project's design, Council's decision to proceed with the project and the likelihood of cost overruns at later stages.
- **Selection of the project consultants -** The project manager establishes and manages the process for selecting project consultants (usually architectural consultant) for the project. The process should ensure that the selected architect has the appropriate experience, staff strength and financial capacity to complete the project successfully.

- **Contract negotiation with project consultants** - The project manager specifies the terms under which the architect will be engaged and ensures that the contract protects the interests of the City.
- **Review project designs and ensure project complies with City guidelines and policies** - The project manager is responsible for managing the design and construction process to ensure that all relevant City guidelines and policies are respected. To avoid duplication of design services and avert liability, the project manager does not review the design in detail but verifies that end-user requirements are met and that other policies and guidelines are observed.
- **Manage the tendering process** - The project manager manages the tendering process to ensure that tender documents are complete and that the selection of a contractor complies with City guidelines and policies. The project manager will also advise on the capacity of contractors to fulfil their obligations.
- **Construction** - The project manager ensures that the consultants and contractor fulfil all responsibilities. The project consultant generally has the direct responsibility for inspection of the contractor's work.
- **Commissioning** - The project manager verifies that the building has been completed as contracted and advises the client as to when possession of the building may be taken from the contractor.
- **Warranty** - The project manager ensures that all warranty conditions are met.

Effective project management can make an enormous difference to the success, schedule and cost of a capital project. There is a clear need for the City to have internal project management expertise. The complexities, high costs, potential liabilities and public interest in capital projects makes it all too likely that an inexperienced project manager, even one

with professional qualifications, will encounter extraordinary difficulties in managing a sizable project.

The Architecture Division has been concentrating on developing its capabilities in the area of comprehensive project management and has taken on two new staff members with appropriate credentials and experience in this area. Clients within the City who have used the Architecture Division as project managers have generally been appreciative of the services provided and indicate that had they not used the Architecture Division, much more of their own staff's time would have been required.

Recommendation #18: The primary emphasis of the Architecture Division should continue to be comprehensive project management. The Division should continue to develop its capacity to serve City clients and expand its scope to include a larger number of external clients. In the longer term, once the Division has established its capacity to serve a larger client base, the Council should consider making it mandatory for City units to use the Architecture Divisions' project management services for major projects.

Periodic advice and assistance - City units which choose to manage capital projects on their own often need periodic advice and assistance. The Architecture Division has tended to avoid getting involved in projects where they are not providing full project management services. In part this is because they have only limited resources but it is also because this type of activity can be troublesome. In situations where the Architecture Division has been called upon to provide advice to clients who are managing capital projects with their own staff, their experience has been that this involves them only when difficult situations arise. They feel that in many cases, had they been involved from the outset, the problems would have been avoided and so there is a reluctance to take on a crisis created by someone else. Nevertheless, there is a need for project management expertise to support the City's capital projects on a periodic basis, particularly when those projects are faced with problems, and the Architecture Division should be encouraged to develop the capacity to do so.

Recommendation #19: The Architecture Division should actively seek to provide periodic advice and assistance to clients who manage capital projects on their own.

Capital Project Policies and Procedures - The Architecture Division is a service unit with no mandate or overall responsibility for ensuring that the City's building projects are managed effectively. The City's various departments may undertake capital projects independently of the Architecture Division and it is not within the Architecture Division's mandate to set guidelines for or monitor capital projects where the Division has not been asked to assist.

It seems that there may be some confusion, at the Council level and among the Architecture Division's clients, as to how far the responsibilities of the Architecture Division extend in this area. The Architecture Division is concerned that even when it has had no involvement with a capital project, some consider that it has been at fault when problems arise.

Aside from the general policies which apply to capital spending decisions and tendering there are few guidelines or procedures to govern how a department manages its capital projects. While it was not possible within the terms of reference for this audit to do a thorough review of the City's capital projects, it appears that the lack of guidelines has been a problem. There have been several instances where City staff who are inexperienced in capital project management have encountered difficulties in areas such as contracting of architectural consultants, poor definition of facilities requirements or large budget overruns.

The consultant considered the possibility that the Architecture Division take a more active role in ensuring that the City's capital projects are managed effectively. For instance, it might set out policies and guidelines to govern the activities of City units which manage their own capital projects. The City might also require that the Architecture Division be involved at key decision points related to capital projects. These might include:

- review of initial feasibility studies;
- review of the initial construction schedule and capital cost estimates;
- review of the definition of space requirements and the design guidelines set for major structures;
- review of the process established to select architectural consultants;
- review of the contract arrangements with the consultants;
- review of sketch designs;
- review of tender documents; and
- review of construction contract documents.

Taking on these functions would require that the Architecture Division formulate policies and monitor the activities of City units which undertook their own capital projects to ensure that policies are observed. Where City units did not follow the prescribed policies and guidelines, the Division would take steps to ensure that corrective action was taken. At first this might involve communication with the managers of the unit involved. If this did not resolve the situation, the Architecture Division could submit a formal report to a Capital Projects Committee which might be established for that purpose.

Adding this "control" function to a service unit such as the Architecture Division could present problems. Asking one unit to be both service provider and control mechanism creates a dual relationship with clients which may not always be comfortable. Among other things, it could cause friction between the Architecture Division and City units which have their own expertise in capital project management. Nevertheless, where disagreements do arise, the City's senior management team and committee structure will be the ultimate arbitrators. While there are drawbacks to combining the service and control roles, it works

elsewhere and the City is not large enough to have separate units. On balance, the consultants concluded that, as a **minimum**, the Architecture Division should be assigned overall responsibility for ensuring that the City's building projects are managed effectively.

Recommendation #20: The Architecture Division should be assigned responsibility for formulating policies and guidelines for the management of the City's building projects and monitoring projects to ensure that approved policies and guidelines are applied. The City might consider going one step further by introducing a policy which makes it mandatory that all City building projects be managed by the Architecture Division. Before doing this, however, it should consult with all department directors about the implications of such a policy and review the staff capacity of the Architecture Division.

Design Services - Until late in the 1980s, the City's architects performed internal design services for projects ranging from facilities lay outs to major building projects. The City encountered problems with having an internal "architectural firm" and decided to restrict the activities of the Architecture Division largely to capital project management.

This has proven to be a wise shift in emphasis. In fact it was unrealistic to expect a small in-house group of architects to be proficient in all of the areas where the City has design requirements. However, it may well be more economical for the City to have the capacity to do its own design work on small projects, particularly those where some knowledge of the City's present facilities is required. The Architecture Division's decision to discontinue design services to enable it to concentrate on its primary responsibilities is logical. However, in the longer run, it may be advisable to reconsider this decision.

Recommendation #21: The Architecture Division should consider the feasibility of establishing basic in-house design capabilities for office lay outs and small capital projects once its other functions are firmly established.

Facilities Management - There is a question as to how the City's facilities are managed. As in the case of land management and capital project management, there is no one unit which has overall responsibility for ensuring that the City's facilities are managed effectively. At present, each City department is responsible for managing its own facilities. This means that nobody below the level of CAO has responsibility for long term space planning or setting space standards which will ensure equitable and efficient work space for City employees.

The Property Department is involved in facilities management in a number of ways. The Director of the Property Division is consulted on capital spending questions related to City facilities and is often involved in major decisions related to office space allocations or renovations. The Manager of the Real Estate Division serves as Secretary to the committee which decides on space allocation. The Architecture Division is sometimes called upon to design office space lay outs and furnishing requirements and the Maintenance Division implements moves and renovations.

While it is not clear where overall responsibility for the use of the City's facilities should rest, this responsibility is often assigned to an organization's designers and capital project managers.

Recommendation #22: The Architecture Division should be assigned overall responsibility for long term space planning, setting space standards, allocation of space within shared facilities and specifying furniture and fixture requirements related to City facilities. The Architecture Division would be supervised in this area by the Property Department Director and report to an appropriate committee.

Summary - The review of the Architecture Division's functions set out above raises a number of issues related to role the Division should play and the relative emphasis it should place on various functions. It also suggests that the Division's organizational structure and staffing arrangements be reconsidered.

The present confusion as to the primary role and responsibilities of the Architecture Division and the fact that several of the functions required by the City are not in place, suggests that there is a need for a formal review of the Architecture Division's role and its relationships with its client groups.

Recommendation #23: An ad hoc committee should be struck to consider the role, primary functions, organizational structure and staffing requirements of the Architecture Division. The committee might have representation from the other Divisions in the Property Department, the Human Resources Centre, and the Finance Department. It is worth noting that if the Property Department's situation is typical, there may be a need for the City to review all departmental mandates, division objectives and senior manager job descriptions on a more regular basis.

3.2 HUMAN RESOURCES MANAGEMENT

Through 1988 and much of 1989, the Architecture Division had relatively low productivity and limited capacity to service its clients, for the most part because of its staffing situation. The Architecture Division has now succeeded in making staffing adjustments and additions which have enabled it to establish a core group of professionals and it is in the process of developing effective client relations and management systems.

The staffing changes took a considerable length of time, in large part because of the City's human resources management policies, practices and services did not facilitate correction of the problems faced by the Division. At the same time, improvements may have been achieved more quickly had the management of the Property Department and the Architecture Division focused more attention on this problem. It is also possible that lack of clarity as to the Division's role and primary responsibilities slowed the change process.

The consultants' interviews suggested that, in general, the City's managers often encounter problems in dealing with unsuitable personnel, at least in part because they lack skills in this

area. There is also little impetus to deal with the issue of staff productivity although the Performance Excellence Program, (PEP), initiative may assist managers to address this problem. It is beyond the scope of the present audit to address general problems in the City's human resources management. It is sufficient to note here that the question of how managers deal with productivity improvement as well as the specific problems created by unsuitable employees is one which the Council might find worthy of review.

3.3 CLIENT RELATIONS

The Architecture Division's clients are a diverse group in terms of the types of services they need and their capacities to manage building projects. Although the Division's staffing and productivity problems have inhibited it from meeting the requirements of some of its clients, in most cases those who were served have been pleased with the support they have received. In fact the Architecture Division has established strong relations with the clients it has been able to service in recent years.

The Architecture Division now faces the challenge of expanding its client base to achieve higher staff productivity. To do this it will first have to win back the trust and confidence of clients within the City. It can then go on to expand its base of external clients. The Architecture Division has started this process and there is every reason to believe that there will be sufficient work to keep its staff highly active.

As noted earlier, the Architecture Division has had little involvement with projects for which they did not have overall project management responsibility. The Architecture Division's decision to emphasize comprehensive project management services has been seen by some clients as too inflexible and this too has broadened the gap between the Architecture Division and its clients. Essentially, the Architecture Division is reluctant to assist clients who have initiated their own building projects. While it is true that assisting inexperienced project managers to deal with problems of their own creation can be a thankless job, there

is a need for this type of support and often the Architecture Division is the only group within the City capable of providing it.

3.4 PRODUCTIVITY

The arguments for having the internal capacity to manage building projects in a professional manner are similar to those made for having in-house capacity related to real estate. Without an internal unit with this expertise, City staff will have to engage and manage outside professionals. It would take City staff time to do this and, for those units which do not have their own expertise, there is the likelihood that City building projects will encounter problems related to inappropriate designs, structural defects, cost overruns or construction delays. A competent in-house unit can reduce the amount of City staff time required to manage capital projects and the likelihood that the City will encounter major problems in its capital projects.

The central question is whether the Architecture Division can manage its affairs so as to achieve a level of productivity high enough to bring costs below what the City would have to pay outsiders to deliver similar services. It was not possible to conduct a quantitative assessment of the productivity of the Architecture Division. The demands on the Division as well as its working environment make it sufficiently unique to make comparisons with similar groups misleading. Neither is it safe to use general rules of thumb based on private sector charges to gauge whether the productivity of the Division is what it should be. Perhaps more importantly, the basic data related to the time Architecture Division staff devote to specific projects is not available in a form which would facilitate analysis.

In general terms, a review of the staffing level of the Architecture Division as well as the projects undertaken over the last few years suggests that productivity has been low but that it has improved significantly in 1990. Nevertheless, the Division has further work to do to ensure that it is making the best use of its staff time.

Recommendation #24: The Architecture Division should complete the development of their system of general time standards for the work of the Division and introduce time budgets and control systems for all staff assignments.

3.5 WORKLOAD MANAGEMENT

As indicated in Section 2.2.3 of Chapter 2, ensuring an effective workload balance is a critical aspect of managing a service unit. This is particularly difficult where projects range in size from activities which may take a few days to those which require 12 to 18 person months of time over a 3 or 4 year period. It is also difficult for a service division to resist requests for services which maybe of low priority to the City.

Serving external clients introduces an additional complexity to client relations. The Architecture Division must service its "paying clients" in a way which will not interfere with its primary purpose - servicing the City clients. However, providing services to external clients benefits everyone. It makes the Architecture Division more cost effective and provides professional services to related organizations.

The Real Estate and Architecture Divisions have taken very different approaches to dealing with workload management. The Real Estate Division has taken on all reasonable requests and stretched its resources to the limit in an effort to meet its clients requirements. The Architecture Division has adopted the position that it will not take on projects which it can not execute well, and it has asked some of its clients to look elsewhere for project management services. This has allowed the Architecture Division to avoid some difficult situations, but this approach may make it more difficult to regain the trust and confidence of its clients now that the Division's capacity has increased.

The Architecture Division, with the assistance of Department management as well as the support of Senior City management, will have to develop mechanisms to ensure that its work

load is balanced and that its scarce resources are focused on those activities which will be of greatest benefit to the City.

Recommendation #25: The Architecture Division should implement a project management system which will facilitate effective management of its staff resources. The system could build on the system which the Manager has already developed and utilized to a limited extent. The components of the system should include: (i) time budgets indicating the time each staff member is expected to devote to each project; (ii) time sheets for all staff indicating the time actually devoted to projects; and (iii) project time summaries for monitoring staff time devoted to projects. The system should provide the basic data required to develop the time standards suggested in recommendation #24.

Recommendation #26: The Division should meet with all of its clients during budget preparation to determine the likely demands on its time. The Division's budget submission should include an estimate of the time it will devote to each of its clients during the forthcoming year and an analysis of the cost of providing services to each of its clients. Actual time and costs required to serve each client during the year should be monitored.

Recommendation #27: Where Architecture Division costs are to be capitalized as part of overall construction costs, the capitalized amount should be based on the actual staff time and other costs devoted to the project. This would, in effect, require that the Divisions deal with City clients as if they were external clients, in cases where project management costs are to be capitalized.

Recommendation #28: The Architecture Division should review the formula for determining fees charged to its clients with a view to having it reflect actual costs. It is likely that a systematic financial analysis will indicate that a fee mark-up factor in the 2.0 to 2.5 range would be more realistic than the current practice of charging actual wage costs. The analysis should take into account the cost of office "rent", financing costs, management costs and the cost of the services provided to the Architecture Division by other units within the City.

CHAPTER 4

DEPARTMENTAL MANAGEMENT

This Chapter considers briefly the role of Department level management in ensuring the effective operation of the two Divisions which were the subject of this audit. The Management of the Department is the responsibility of the Director who has the support of the three Division Managers as well as part of the time of a senior secretary (part of the Secretary's time is devoted to Real Estate Division work).

The Division Director carries a heavy work load and a broad range of responsibilities. Much of his time is devoted to senior management functions and participation on various committees and task forces which take him away from the Department. He also continues to carry a few of the more complex Real Estate Division files which take a considerable portion of his time. Part of his time is also devoted to providing advice and assistance to the managers and staff of the three Division in the Department and representing those Divisions at higher levels in the City. The director is also responsible for managing the City's interest in the Lloyd D. Jackson Square which takes a significant amount of time each year. The Director demands a lot of himself and expects his staff to work hard in support of the Department and the City. He puts in a substantial number of overtime hours and he is particularly concerned about keeping costs to a minimum.

Recommendation #29: The Department's Director should endeavour to reduce the amount of time devoted to work on Real Estate Division files. Clearly the Director makes an important contribution to the operations of the Real Estate Division and it would be difficult for him to reduce his work in that area at a time when workload pressures are so heavy, but in the longer run, the Director should attempt to restrict his role to advising on difficult issues. This would require that Real Estate Division staff be expanded and free up the Director's time for senior management and Departmental management activities.

For the most part the three Divisions are managed independently with each Manager drawing on the advice and guidance of the Director periodically as required. Although the staff of the three Divisions cooperate with respect to particular projects or client problems, there is little in the way of joint planning, shared staff or common systems which hold them together.

The audit considered the role of Department management in ensuring the effective operation of the Divisions and the possibility that economies could be gained by having the three Divisions within the Department share staff, systems or procedures.

Recommendation #30: The Property Department should consider establishing a small administrative and systems unit to take on support activities and functions common to the three Divisions. The administrative unit might take on secretarial, word processing, reception, systems and accounting activities which would be shared by the three Divisions. The person years required for this function might be gained by transferring staff allocations from the Divisions. The Director's office could take on the responsibility for establishing and managing the various systems required to ensure effective project and time management suggested earlier in this report. The unit might also assist in coordinating Division activities include planning and budgeting, client liaison and filing systems.

4.

CITY OF HAMILTON
- RECOMMENDATION -

MAR 13 1991

DATE: 1991 March 12

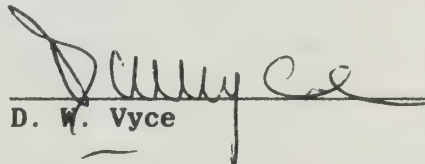
REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. D. W. Vyce
Director of Property

SUBJECT: Increase in rent Balfour - Baxter
residence - 654 Garth Street

RECOMMENDATION:

- a) That the monthly rental payments in the Lease Agreement between the City and Mrs. Wilson Elizabeth Balfour Baxter (Chedoke Estate - 654 Garth Street) be adjusted upwards as follows: commencing February 1, 1990, the monthly rent shall be \$1,750.00.
- b) That the City Solicitor be authorized to prepare the necessary agreement required to facilitate this amendment.
- c) That the City Treasurer be authorized to invoice Mrs. Wilson Elizabeth Balfour Baxter for the difference between the old rent \$1,250.00 per month and the new rent \$1,750.00 effective February 1, 1990.


D. W. Vyce

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

See above recommendation.

BACKGROUND:

Council at its meeting of November 14, 1978, in adopting Item 26 of the 59th Report of the Board of Control noted that the Balfour Estate and family planned to give to The Ontario Heritage Foundation the property known as 654 Garth Street, containing approximately 3.947 acres, referred to as "Chedoke". The Council resolution authorized the making of two agreements:

- a) Between the City and the Foundation, pursuant to which the Foundation would make the property available to the City at the nominal rent of \$1.00 per year for thirty (30) years, and provided that the City complies with the terms of the Agreement, a renewal for a further thirty (30) years.

12 March 1991

Finance and Administration Committee

Page 2

- b) Between the City and Mrs. Wilson Elizabeth Balfour Baxter, (with the Foundation joining in to show its concurrence), at the rent of \$1,000.00 a month, for thirty (30) years, with the privilege of renewal for additional periods of five (5) years each. The amount of rent is to be reviewed every five (5) years. The City is required to pay taxes, and to insure the buildings against damage or loss by fire, lightning, tempest or other hazard, to maintain the exterior appearance of the property and those responsibilities normally assumed by the Landlord. The balance to be set up in a trust for maintenance and the ultimate development of the property when it is no longer leased to Mrs. Wilson Elizabeth Balfour Baxter.

The transaction closed on December 12, 1979, when deeds were registered in favour of the Balfour family from Chedoke Securities Limited and further deeds were registered from those family members in favour of The Ontario Heritage Foundation. The Agreement between The Ontario Heritage Foundation and the City was registered as Instrument 146061 C.D. The Agreement among the City, Mrs. Wilson Elizabeth Balfour Baxter and the Foundation was registered as Instrument 146062 C.D.

Contained in the lease agreement is a clause pertaining to the rent adjustment and reads as follows:

- (e) That, at the end of each five (5) year period of this Lease, the Lessor and the Lessee shall review the rent payable for the ensuing five (5) year period, and the rent shall be adjusted if requisite, to reflect a fair and reasonable rent having in mind the special nature of the premises and the particular arrangements which have been heretofore negotiated by the parties in respect of the premises.

After lengthy negotiations with Mr. Thomas A. Hickey, Solicitor for Mrs. Wilson Elizabeth Balfour Baxter, this department is prepared to recommend that the monthly rent be increased from \$1,250.00 per month to \$1,750.00 per month effective February 1, 1990. Mr. Hickey's client is in agreement with this amount.

- c.c. - Mrs. P. Noé Johnson, City Solicitor
- Mr. E. C. Matthews, Treasurer
- Mr. R. Swan, Manager, Property Maintenance Division

(40.13.4 - 4504)

5.

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 18

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. E. C. Matthews
Treasurer

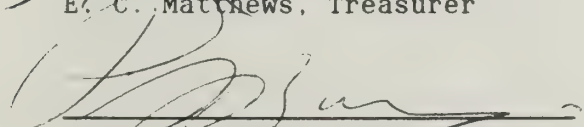
Mr. P. G. Baker, General Manager
The Parking Authority of the City of Hamilton

SUBJECT: TRANSFER OF RESPONSIBILITY FOR ADMINISTERING 8
CITY PARKING LOTS TO THE PARKING AUTHORITY

RECOMMENDATION:

- a) That the Parking Authority for the City of Hamilton absorb the annual Profit or Loss as of January 1, 1991, on all carparks it presently manages for a fee on behalf of the City and the senior levels of government. These carparks are:
- i) Bay and Cannon Street Lots
 - ii) City Hall Lots
 - iii) Queen and Hess Street
 - iv) Century Street
 - v) 16 Magill Street
 - vi) York Boulevard Parkette
 - vii) Underground Garage (profit and loss shared by the City of Hamilton 66.9% and Ministry of Government Services 33.1%)
 - viii) James and Wilson (Urban Renewal Lot - profit and loss shared by Federal Government 50%, Province of Ontario 25% and City of Hamilton 25%)
- b) That the Parking Authority is responsible to negotiate with the senior levels of government to distribute the profit or loss and appropriate administrative fees.


E. C. Matthews, Treasurer


Peter G. Baker, General Manager

Mr. J. D. Thompson, Secretary
Finance and Administration Committee
1991 March 18 - Page 2

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The saving from transferring these lots in the amount of \$142,420 is being reflected in the 1991 Current Estimates.

BACKGROUND:

The Board of the Parking Authority has previously discussed in principle to take over these carparks as a part of their permanent facilities.

It should however be noted that there are certain debts outstanding regarding the above carparks for which provision has been made in the 1991 City's debt charges.

c.c. Mr. Lou Sage, Chief Administrative Officer

6.

CITY OF HAMILTON

- RECOMMENDATION -

DATE: 1991 March 11

REPORT TO: Mr. J. D. Thompson, Secretary
Finance and Administration Committee

FROM: Mr. John Johnston
Commissioner of Human Resources

SUBJECT: Ontario Glazier Institutional Commercial and Industrial agreement between Architectural Glass and Metal Contractors Association and The International Brotherhood of Painters and Allied Trades and the Ontario Council of the International Brotherhood of Painters and Allied Trades (C-009-091)

RECOMMENDATION:

That the contract settlement of the Ontario Glazier Institutional Commercial and Industrial Agreement between Architectural Glass and Metal Contractors Association and the International Brotherhood of Painters and Allied Trades and the Ontario Council of the International Brotherhood of Painters and Allied Trades, Local 1795 be received pursuant to the Fair Wage Policy of the City of Hamilton.

for *John Johnston*
John Johnston

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

n/a

BACKGROUND:

Attached.

Ontario Glazier Institutional Commercial and Industrial Agreement between Architectural Glass and Metal Contractors Association and The International Brotherhood of Painters and Allied Trades and The Ontario Council of the International Brotherhood of Painters and Allied Trades

Duration of Agreement - June 1, 1990 to April 30, 1992

Appendix to the Ontario Provincial Agreement of the I.C.I. Sector of the Construction Industry for Hamilton and Niagara Peninsula Local 1795

Journeyman:

<u>Date</u>	<u>Reg Hourly Rate</u>	<u>Vac Pay</u>	<u>Pension</u>	<u>Welfare</u>	<u>Total Wage Package</u>
June 1, 1990	\$21.07	\$2.11	\$1.20	\$0.80	\$25.18
Jan. 1, 1991	\$21.21	\$2.12	\$1.20	\$0.80	\$25.33
June 1, 1991	\$22.62	\$2.26	\$1.20	\$0.80	\$26.88
Jan. 1, 1992	\$22.80	\$2.28	\$1.20	\$0.80	\$27.08

Swing Stage - \$1.00 hourly premium

Charge Hands - \$1.00 hourly premium

Lead Hands - \$.50 hourly premium

Apprentice Rates:

1st 1,000 hours - 50%

2nd 1,000 hours - 55%

3rd 1,000 hours - 60%

4th 1,000 hours - 65%

5th 1,000 hours - 75%

6th 1,000 hours - 80%

7th 1,000 hours - 90%

8th 1,000 hours - 95%

C1740N HBL MOS
C51F31

K.E. AVERY
CITY CLERK

J.J. SCHATZ
DEPUTY CITY CLERK



THE CORPORATION OF THE CITY OF HAMILTON
OFFICE OF THE CITY CLERK

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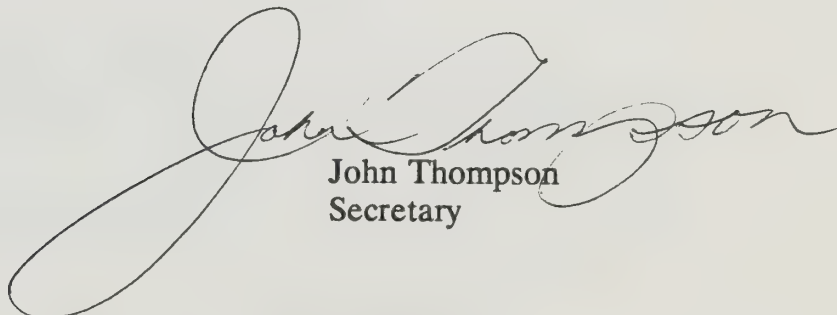
URBAN MUNICIPAL

NOTICE OF PUBLIC MEETING

GOVERNMENT DOCUMENTS

FINANCE AND ADMINISTRATION COMMITTEE

**Wednesday, 1991 April 24
7:00 o'clock p.m.
Council Chambers, City Hall**


John Thompson
Secretary

A G E N D A

The purpose of this public meeting is to receive input on proposed amendments to the Smoking in Public Places By-law No. 80-258.

A copy of the Draft By-law to provide for the proposed changes to the existing by-law is attached together with a copy of the report of the City Clerk dated 199 March 01 which was presented to the Finance and Administration Committee 1991 March 07.

att.

3(b)

CITY OF HAMILTON
- RECOMMENDATION -

DATE: 1991 March 1

REPORT TO: Mr. J. Thompson
Finance and Administration Committee

FROM: K. E. Avery
City Clerk

SUBJECT: Draft By-law to regulate Smoking in Public Place

RECOMMENDATION:

- (a) That the Finance and Administration Committee hold a Public Meeting on March 21, 1991, at 10:00 o'clock a.m. to receive input on proposed amendments to the Smoking in Public Places By-law 80-258 as outlined in the attached Draft By-law.
- (b) That the City Clerk be authorized and directed to advertise the public meeting and request written submissions.

FINANCIAL/STAFFING/LEGAL IMPLICATIONS:

The placement of one large advertisement in The Spectator and Brabant Newspaper (local only). The estimated cost is \$1200.00.

BACKGROUND:

On October 30, 1990, City Council in adopting Section 21 of the 24th Report of the Finance and Administration Committee gave approval to the following:

- 21. (a) That the City Solicitor be authorized and directed to undertake the preparation of a Draft By-law to regulate the sale of tobacco products to minors.
- (b) That the City Solicitor be authorized and directed to draft a new By-law for regulating smoking in public places.

- (c) That public meetings be held to receive input on the Draft By-law outlined in sections (a) and (b) above as amended.
- (d) That the City Clerk report back to the Finance and Administration Committee identifying the means and cost of effectively enforcing this legislation."

On January 22, 1991, a staff review group composed of Law Department and Licence Division representatives, met with the group of individuals who had made initial presentations to the Finance and Administration Committee when the resolutions respecting the above were first considered. This meeting was not advertised to the public but was intended to let these groups state their concerns about the present Public Places By-law.

The following individuals were present at this informal meeting:

Alderman M. Kiss
Mark Stones, Dofasco
Kathy Drewett, Chamber of Commerce
Lyle Fauteux, Inter-Agency Council on Smoking and Health
Dr. Brian Gibson, Associate Medical Officer of Health
Dr. Michael Goodyear, Hamilton Regional Cancer Centre
Barbara Gowitzke, Inter-Agency Council on Smoking and Health
Maggie McCowell, Heart and Stroke Foundation
Marcel Mongeon, Chamber of Commerce
J. Cameron Nolan, Chamber of Commerce
Brian Reid, Hamilton-Wentworth Non-Smokers' Rights Assoc.
Doug Swaykoski, Chamber of Commerce
Dave Christopher, Fire Prevention
Steven Dembe, Manager, Licence Division
L. Farr, Law Department
Lloyd Staley, Smoking Control Officer
Dean Barrow, Secretary

In preparation for the public meeting before the Finance and Administration Committee, the draft By-law respecting the regulation of smoking in public places was discussed by the group during a 2 hour meeting.

The proposed By-law amendments were reviewed and consensus was reached on many of the key issues.

The proposed changes to the existing By-law are:

1. Section 1 of the draft By-law will prohibit smoking in hairdressing parlours, barber shops, a restroom in a retail shop, and parts of a retail shop used as offices. These were sections of the By-law which have been identified as areas of high complaint.
2. The existing By-law allows a patient to smoke in a hospital room, after receiving permission from his doctor and any other patient in the room. Section 2 of the draft By-law will prohibit smoking in a patient care area of a hospital. This would be consistent with the no-smoking policies which have been implemented in local hospitals.
3. The current By-law allows smoking in reception areas under certain circumstances. Section 3 of the draft By-law will delete the right to smoke in a reception area. A reception area would then be controlled by the Smoking in the Workplace By-law No. 89-370, which prohibits smoking in the workplace except in designated smoking areas. This proposed amendment would resolve many complaints from office employees.
4. At present, restaurants must provide 20% of the restaurant area as a non-smoking area. It is proposed that 50% of a restaurant be reserved as a non-smoking area. From the number of inquiries and complaints which the Licence Division has received over the years, it appears that the public desires a significant increase of the size of the no-smoking areas in restaurants. While many restaurants have voluntarily increased their non-smoking areas to accommodate patrons, there are far more restaurants providing only the minimum. The 50% figure was arrived at during the discussions of the Staff Review Group.

A recent amendment to Section 321 of the Municipal Act has the effect of transferring the determination of the maximum fine from the Municipal Act to the Provincial Offenses Act. The current maximum fine under that Act is \$5,000.00.

Further to the City Council resolutions of October 30, 1991, the next step would be the holding of a public meeting on the proposed By-law amendments. It is suggested that the City Clerk be authorized to advertise the public meeting and request input in the form of written submissions from the public. The response to the advertisement would enable the City Clerk to determine the number of people who will be attending the meeting and the size of the room required as it is anticipated that a large number of persons may wish to speak on this By-law.

With respect to

Resolution 21 (a) "That the City Solicitor be authorized and directed to undertake the preparation of a Draft by-law to regulate the sale of tobacco products to minors" and

Resolution 21 (d) "That the City Clerk report back to the Finance and Administration Committee identifying the means and cost of effectively enforcing this legislation",

it is proposed that these matters be dealt with at a separate public meeting to be held at a later date, due to the large number of groups and individuals which would be expected to attend on this subject.

A draft By-law incorporating the recommended changes is attached to this report for discussion purposes.

Additional subjects which were discussed at the informal review group meeting were:

- (a) Consolidation of the Work Place and Public Places By-laws which several individuals stated would make compliance with the By-laws easier.
- (b) Recent changes to the L.L.B.O. Act which may result in a broader application of the Public Places By-law respecting lounges and taverns having to provide no-smoking areas similar to restaurants.
- (c) Concern regarding the size of the smoking areas in Places of Public Assembly such as public halls, bingo parlours, common areas in shopping malls and H.E.C.F.I. facilities. The current requirement in the By-law is to permit up to 40% of these facilities for the purposes of smoking.
- (d) A suggestion was put forward that the By-law should contain a "sunset clause" which would require a further review of the By-law in 2 - 5 years.

Bill No.

The Corporation of the City of

DRAFT
FOR DISCUSSION PURPOSES
ONLY

BY-LAW NO. 91-

To Amend:

CITY SOUNCTOR
THE CITY OF HAMILTON

By-law No. 80-258

Respecting:

SMOKING IN PUBLIC AREAS

WHEREAS the Council of The Corporation of the City of Hamilton enacted By-law No. 80-258 on the 30th day of September 1980;

AND WHEREAS Section 210 of paragraph 27 of the Municipal Act, R.S.O. 1980, Chapter 302, as amended, provides as follows:

210. By-laws may be passed by the councils of local municipalities:

27. For regulating smoking in retail shops in which ten or more persons are employed, or in any class or classes thereof, and for prohibiting smoking in such shops or any class or classes thereof, or in any part or parts thereof;

AND WHEREAS it has been determined that environmental tobacco smoke (ETS) is irritating and discomforting and a hazard to the health of the residents of Hamilton;

AND WHEREAS Section 104 of the Municipal Act provides as follows:

104. Every council may pass such by-laws and make such regulations for the health, safety, morality and welfare of the inhabitants of the municipality in matters not specifically provided for by this Act as may be deemed expedient and are not contrary to law, and for governing the proceedings of the council, the conduct of its members and the calling of meetings;

AND WHEREAS the Council of The Corporation of the City of Hamilton, in adopting Section 21 of the 24th Report of the Finance and Administration Committee at its meeting held on the 30th day of October 1990, authorized the preparation of a by-law to amend By-law No. 80-258.

NOW THEREFORE the Council of The Corporation of the City of Hamilton enacts as follows:

1. (1) Subsection (1) of Section 2 of By-law No. 80-258 is amended by striking out the words "hairdressing parlour, barber shop, restroom, or a part used as offices by members of the staff".

2. (1) Section 4 of the said by-law is amended by repealing subsection (4).
- (2) Subsection (3) of Section 4 of the said by-law is amended by deleting the words, "Except as provided in subsection 4", in the first line.
3. Sections 8 and 9 of the said by-law are repealed in their entirety.
4. Subsection (2) of Section 17 of the said by-law is amended by deleting the numeral "80" in the second line and substituting in lieu thereof the numeral "50".
5. Paragraph 1. of Subsection (2) of Section 21 of the said by-law is amended by striking out "\$2,000" in the second line and substituting in lieu thereof "\$5,000".
6. Section 23 of the said by-law is amended by striking out the words "and on summary conviction is liable to a fine of not more than \$2,000.00, exclusive of costs" and substituting in lieu thereof, "and shall be liable to the penalty as specified in the Provincial Offences Act."
7. In all other respects, By-law No. 80-258, as amended, is hereby confirmed, unchanged.

PASSED this

day of

A.D. 1991.

City Clerk

Mayor

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